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The Technology Driving Fusion of Social Media and FinTech in the Financial Service Industry

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Management Summary

The digitisation of the financial sector is proving to be a real challenge for Swiss banking institutions. While most market participants pursue the same goal, they pursue different approaches and face individual challenges. However, one thing is clear: Swiss banks are knowledgeable, but they still lag behind with regard to transforming this knowledge into concrete measures when compared to European banks. The Swiss banking landscape, with its characteristics such as the importance of private banking, the relatively small size of the Swiss market compared to the European market and bank secrecy are reasons why the digitization of banking in Switzerland has progressed more slowly. However, the future development of the Swiss banking segment will no longer permit this, given the specific requirements of increasingly complex and demanding clients. This transition, which is already underway, will not only be based on the digitisation of business processes, but will also be driven by new competitors – FinTech and large technology companies such as Facebook, Google and Alibaba.

The discussion in this paper therefore focuses on three important findings that can be summarized as follows:

1) Disruptive innovations are reshaping banking

The number of FinTech companies entering the financial market is increasing, and although they are not attempting to replicate the traditional banking system, it is important not to underestimate them. The large tech players, such as Google, Facebook and Alibaba, have also begun to develop opportunities to sell banking applications and services. Artificial Intelligence, biometric security systems, crowdfunding campaigns, mobile banking apps, cryptocurrencies – to name a few – are all FinTech innovations that lead to new opportunities.

2) Millennials and Gen Z getting into the focus

It is expected that the wealth and thus the bargaining power of the Millennials will increase significantly in the coming years. In addition, Generation Z already accounts for a third of the population in many markets, making it the most influential generation of all time. These tech-savvy generations have a significant

impact and will drive the world of technology and finance in new directions. Banks must therefore adapt their service offerings to the requirements of this important customer segment.

3) Swiss banks will have to make a strategic choice

Swiss banks must adapt their business models to disruptive innovations and to current circumstances that already influence today's society and the economy. The main driver of change is digitization, especially in the mobile sector, as can be seen from the analysis of the quantitative survey of this thesis. Mobile-based solutions will come to the fore more strongly, which is why it is now the task of the banks in Switzerland to adapt their strategy to take advantage of today's technological opportunities and not lose them against new market competitors.

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List of Abbreviations

AI	Artificial Intelligence
API	Application Programming Interface
APP	Application
BAFIN	Federal Financial Supervisory Authority
B2B	Business-to-business
B2C	Business-to-consumer
BD	Big Data
CHF	Swiss Franc
CRM	Customer Relationship Management
ECB	European Central Bank
EUR	Euro
FINTECH	Financial Technology
GEN	Generation
GFC	Global Financial Crisis
ICO	Initial Coin Offering
IP	Internet Protocol
IT	Information Technology
KYC	Know Your Customer
RQ	Research Question
REGTECH	Regulatory Technology
R&D	Research and Development
SD	Standard Deviation
SMM	Social Media Marketing
SNB	Swiss National Bank
SNS	Social Networking Sites
US	United States
USD	U.S. Dollar
VCE	Virtual Customer Experience

1 Introduction

The traditional banking industry is known as a conservative industry that is relatively slow to change. Furthermore, it is strongly influenced by a set of established norms, ways of thinking and regulations (Teigland, Siri, Larsson, Puertas, & Ingram, 2018, pp. 1-17). Nonetheless, today's highly competitive marketplace places traditional banks under pressure to constantly develop their products and services. Although the global financial industry with its many traditional "big banks" persists, the FinTech movement has significantly influenced this sector (Alt, Beck, & Smits, 2018, pp. 235-243). Disruptive innovations such as the Internet, social network platforms, mobile computing, smart phones, cloud-based solutions, open source, among many others, have changed today's global economy. In light of these driving forces, substantial pressure is being put on B2B services that lead to serious disruption of the B2C market (Tornjanski, Marinkovic, Savoju, & Cudanov, 2015, pp. 11-15). Precisely the banking industry that was once perceived as unassailable might struggle to create new business models that are able to deal with the changing environment.

Along with FinTech, social media is one of the most important IT trends in the world of technology (Ünsal, 2018). Social networks have increasingly replaced traditional media over the last few years and are becoming increasingly popular with customers (Bruhn, Schoenmueller, & Schäfer, 2012, pp. 770-790). At the same time, they are also becoming an essential tool for businesses. Companies not only use social media platforms to communicate with their customers, but also to establish a stable and profitable relationship with their customers whilst doing business. Based on these considerations and taking into account the fact that the financial industry is facing increasing competition from non-banks, companies are attempting to provide their customers with services and to conduct transactions through social media.

In light of the existing and upcoming technologies, the future of banking is digital and social media will play a vital role in shaping the banks of tomorrow (Zülch, 2013, p. 1).

1.1 Purpose of the Thesis

The purpose of this Bachelor's thesis is to illustrate how FinTech and social media reshape the finance industry and how recent trends and today's lifestyles have moved the

lines of customer expectations. The thesis aims to show how the competitive environment of traditional banking has changed and how the implementation of new technologies leads to constant improvement of financial services along the value chain. In addition, the thesis outlines the major growth trends and provides an overview of the services and products with which social media platforms are entering the financial market. Furthermore, the thesis aims to explore the potential of social media in the Swiss banking sector, which will allow providing recommendations to Swiss traditional banks in order to improve their banking services.

Based on the research objective, the following research questions are defined:

- RQ1: *How do social media and FinTech shape financial services?*
- RQ2: *Particularly, what contribution have they already made and to what extent has cooperation within the banking sector been beneficial?*
- RQ3: *What are the implications and recommendations for Swiss banks that can be made based on the findings?*

1.2 Problem Statement and Relevance

The rapid interaction between financial services and technological innovation has received significant attention in the last few years. The relationship between the two sectors began in the 1990s when the Internet enabled the execution of banking services through online banking. Since then, many new opportunities have emerged. Changes in technology and regulation allowed companies to enter the financial market, which led to increased efficiency and the resultant competition (Riksbank, 2017, pp. 45-47). Nevertheless, Switzerland has not experienced similar technological breakthrough changes among industries, including the financial sector, compared to the levels of digital adoption and innovative business models of its international competitors (McKinsey&Company, 2018, pp. 20-39). Furthermore, FinTech has become increasingly prevalent and an even larger number of FinTech companies are emerging, which leads to the gradual replacement of traditional players. One example within the wealth management business is Swissquote, the largest investment portal in Switzerland

(Riksbank, 2017, pp. 45-47).

Another important trend is the increased use of social media platforms. Financial institutions are starting to recognize the opportunities that social media brings to their customer-business relationship (Economic, 2017). FinTechs and traditional banks, such as American Express or DenizBank in Turkey, are already using social media channels to interact with customers or offer banking services (Hamilton, 2016). Clearly, social media has become far more than a place to simply connect and communicate or click on funny posts. Moreover, this most recent evolution in FinTech may change the banking landscape in some markets.

1.3 Methodology

First, a thorough literature research was conducted to gather information and create a theoretical foundation and structure of the topic researched. The theoretical research comprises literature regarding FinTech and its innovation, and social media and its role in FinTech.

Thereafter, the study is of an exploratory nature as it is a reasonably new field of research. There are not many previous studies for Switzerland although many research papers deal with the impact of social media in business. Therefore, a quantitative case study approach was employed. The data collection process is primarily based on a survey of people who are related to the relevant topics in various ways. The most significant issue in the case of this study was acquiring the right sample for the survey to reach satisfactory conclusions. The information obtained from primary and secondary sources was then systematically processed and analysed. Based on this, the theoretical findings are compared with the results of the online survey and recommendations for Swiss banks are made. The research process used in this thesis is illustrated in Figure 1.

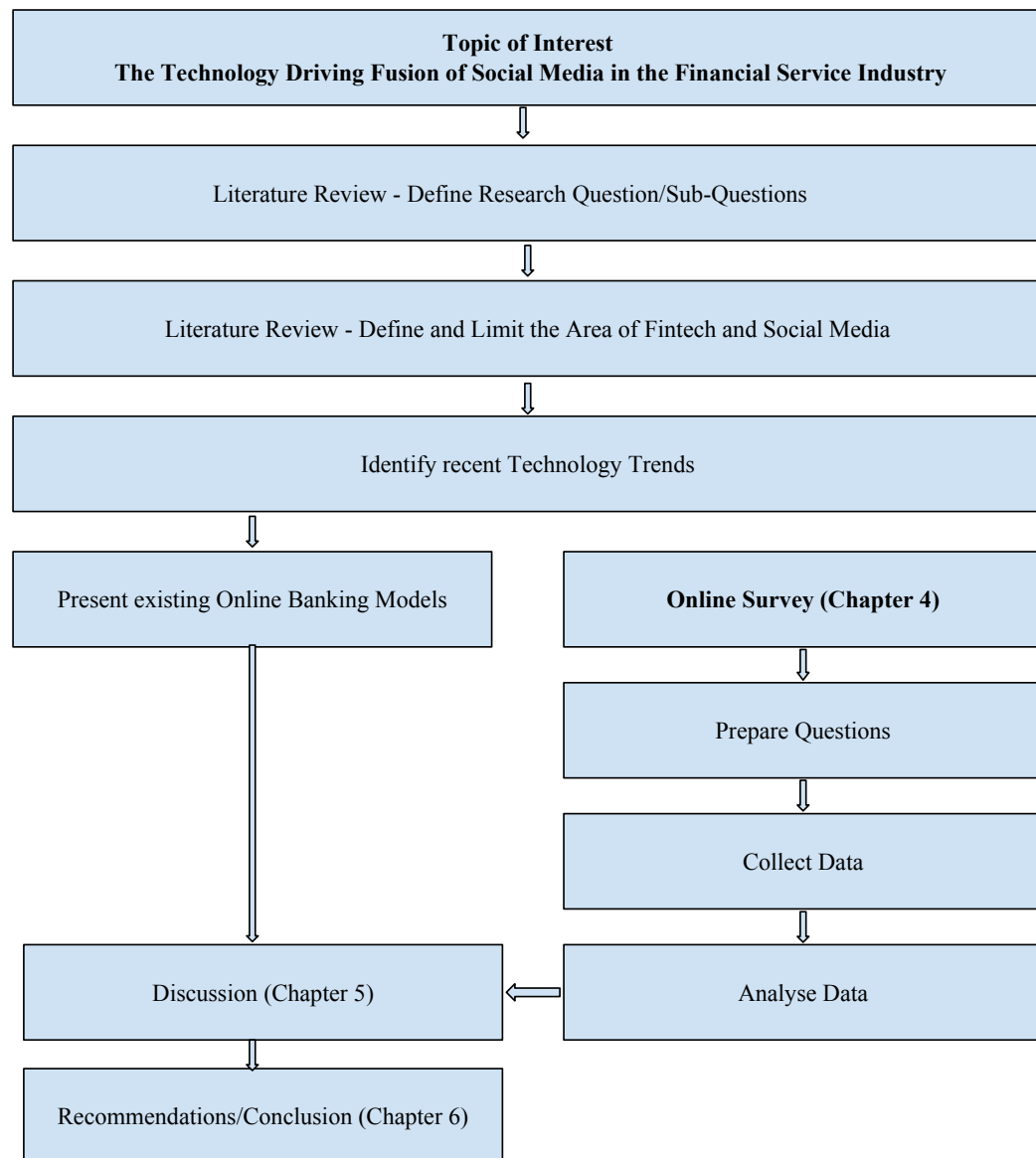


Figure 1: *Research Process – own visualization*

1.4 Thesis Structure

The thesis is divided into seven parts. After a brief introduction to the topic of the disruptive digital change in **chapter one**, the bachelor thesis is organized as follows.

Chapter two provides a review of relevant literature on the research areas – FinTech and social media. It deals with major developments in FinTech and examines the fundamental changes in customer behaviour. The definitions and analysis are based on the latest literature, and the statistics and data are obtained from secondary sources. For a better

understanding on how social media platforms could transform the financial market, the most powerful social media platforms are presented.

Chapter three presents various concepts of social media businesses related to the finance sector which, in turn, provide the foundation for the later research and survey.

Chapter four describes the applied research methodology used to obtain primary data through a standardized questionnaire.

Chapter five shows and evaluates the data gained from the survey with the target group of millennials and Generation Z from Switzerland.

The last chapter outlines the greatest challenges for traditional banks. It also provides appropriate recommendations on how Swiss banks can meet the challenges presented and summarizes the most significant findings and major trends.

1.5 Scope of thesis

Generally, the digital world and the FinTech industry are not confined to any geographic boundaries. However, there are four important limitations to this thesis:

- 1) This study is based on the analysis of the following social media platforms:
 - Facebook
 - Instagram
 - Twitter
 - WhatsApp
- 2) Social media – and especially related to banking services – is a “new” phenomenon in market research, hence the limited availability of literature on this subject.
- 3) For the survey, the focus was set on the target group of millennials and Generation Z in Switzerland who use social media platforms.
- 4) Most participants were from the German-speaking region of Switzerland. Therefore, limitations arise from geographical location and thus findings can only be generalized to some extent.

2 Literature Review

2.1 Introduction

This literature review commences with some definitions in order to provide a foundation for the associated research activities in chapter 4. It includes the landscape of FinTech with its innovations and definitions of social media to gain a better understanding of the topic. Furthermore, this chapter provides a basis for the empirically obtained data in chapter 4. In view of the dynamics of the technological environment and its impact on scientific knowledge on these topics, academic research has been continuously examined and updated with verifiable information from credible sources.

2.2 Changing Environment

For many decades, banks were regarded as monopolies. There was little to no competition for decades, which afforded them the opportunity to charge unusually high commissions, add hidden fees directly to rates they offered, inflate currency spreads and much more (Braileanu, 2018). As a result, consumers had limited choice among financial services providers and had to accept the rules of the banks because no other viable alternatives were available for banking services. With the events in 2008, which increased as the year progressed and came to a head in September with the collapse of the US investment bank Lehman Brothers, almost the entire world fell into gloomy mood, resulting in a substantial loss of confidence on the worldwide financial and capital markets (Braileanu, 2018). A key challenge in the aftermath of the global financial crisis (GFC) was to rebuild consumer confidence in financial markets. In addition, many banks developed a risk-free attitude, opening the door to alternative lenders and financial services companies that were more willing to take risks. While banks focused on repairing the damage of the GFC, complying with the new regulations and restoring their reputation, financial alternatives, especially FinTech companies, rushed in to close the market gap (Hogan Lovells, 2018). Bill Gates predicted the demise of banking already twenty years ago and issued his warning as follows.

“We need banking but we don’t need banks anymore” Bill Gates, 1997.

The ongoing digital transformation has changed the business environment irreversibly in recent years. The new generation of companies and leaders who adopt new technologies and work practices such as social media and cloud computing lead to profound changes in the market, people, environment and society. The original distribution channels are increasingly being marginalized by new, convenient and easy-to-learn technologies (Keck & Mertes, 2015, pp. 195-196). Customers are no longer passive as they once were and this changing customer behaviour also requires a fundamental rethink by banks, as the rapid adoption and omnipresence of smartphones and other mobile devices, the explosion of social media sites such as Facebook and Twitter, and the mass distribution of online banking and financial tools all have an impact on how customers prefer to communicate with their banks.

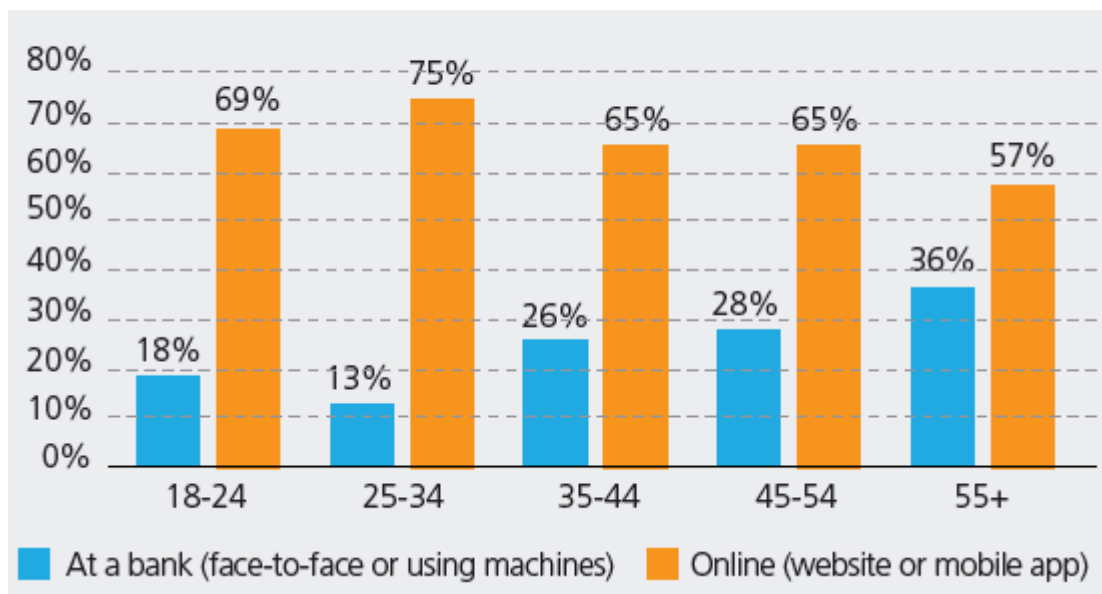


Figure 2: *Most preferred method of banking (by age group)* (Genpact, 2014, p. 2)

Another factor that has influenced the above process is the change in customer behaviour that is associated with the generation change (Pejkovska, 2018, pp. 13-18).

Millennials (also known as Generation Y or Generation of the Digital Natives) is the term used to generally describe a person who reached adulthood in the early 21st century and covers the generation of people born between 1980 and 2000 (Beal, 2019). However, the exact dates for classifying the millennials vary between different researchers, authors and publications. This term was first used by the authors Neil Howe and William Strauss (2010, pp. 1-4), who describe Millennials as people born between 1982 and 2004.

Nevertheless, for this thesis the widely accepted version for a person born between 1980 and 2000 is used.

Millennials are so distinctive because they are the first generation that grew up in the technological age and therefore are well versed in technology. They are not only very comfortable with technology itself but also with social media (Ferri-Reed, 2014, pp. 13-14). It is therefore understandable that growing up in the technological revolution has influenced the way in which millennials communicate with each other. The two icons of the millennial lifestyle are smartphones and social media sites. This technological affinity leads to high consumption and offers the opportunity to attract the attention of this generation by providing products and services on the Internet (Sox, Kline, & Crews, 2014, pp. 244-254).

Another important characteristic of Gen Y is that they expect and demand immediate access to all the information they want or need, making them the most impatient customer. This is directly correlated with transparency assessment, whether it is in a work-related area or in a purchasing meeting. As an immediate flow of information on all the details of each operation is needed to gain the loyalty of the millennials, it can easily be lost if transparency is not sufficiently guaranteed or if the millennials' expectations are not met (Feldmann, Nixon, Brady, Brainer-Banker, & Wheeler, 2013, p. 5).

Generation Z (also known as iGeneration or Gen Tech) is the demographic development after Gen Y. The birth years for Gen Z range from the mid-1990s to the second decade of this century, although the exact years also vary depending on the source. Some mention birth years from 1991, others from 1995 or even 2001.

Gen Z is a fully-fledged technology generation because they were born into the technology and did not need to become acquainted with it in the sense that previous generations did. They were equipped with technological devices since childhood. Born into a high-tech global world, they can contact and exchange information with anyone anywhere in the world in a matter of seconds. Therefore, they are said to be the most connected generation ever born (Berkup, 2014, pp. 218-229). In addition, this generation plays a key role as it already accounts for 20% of the world's population and influences

consumption habits of all age groups (Ford Media Center, 2015, pp. 1-49). It will be larger and more influential generation than the previous generation of the millennials (Goldman Sachs, 2015, pp. 11-13). According to McKinsey's (2018, pp. 7-10) recent findings, Gen Z will also account for 40% of global consumers by 2020.

2.3 Social Media

In the previous chapters, the computer-based or internet-based social networks have already been addressed several times and a link to this chapter has been established. It has also already been stated that the term "social network" today is generally understood to mean an internet-based social network and often means social media. Social media is a current research topic in the financial sector, including the banking sector.

In order to create a framework for what is meant by social media, the following section explains and defines the concept of social media. Moreover, although various social networks were established in the last decade, the thesis focuses only on four famous social media platforms presented in Section 2.4.2.

The aim is to describe the basics of social media, which will be needed in the following chapters with their applications in the banking sector.

2.3.1 Definition

Social media is a term without a generally accepted definition and the multitude of new terms such as social networking site or service, social media platforms, etc. is not helpful for a general definition.

Nevertheless, it can be said that the term social media is used for a variety of internet-based and mobile services. These include services that enable users to participate in online exchanges, contribute user-oriented content or join communities (Afolabi, Ezenwoke, & Ayo, pp. 2-5). Internet services commonly associated with social media (sometimes also called Web 2.0) are in most cases assigned to these categories: blogs, wikis, social bookmarking, virtual world content, media sharing sites, social network sites and status update services (Dewing, 2010, pp. 1-5).

Another way of modelling all social media channels is demonstrated by the Frenchman

Fred Cavazza, who formulated an initial version of his presentation of the social media landscape in 2008. Today, the current social media landscape can be divided into six categories, mainly related to networking, publishing, sharing, messaging, discussing and collaborating as shown in figure 6.



Figure 3: *Social Media Landscape 2017* (FredCavazza.net, 2017)

Although the term of social media channels has been ubiquitous since the early 2000s, its emergence dates back to 1996, when the first social networking site SixDegrees.com was founded (Boyd & Ellison, 2007, pp. 210-230). Since then, a large number of social network sites were launched, reaching memberships in the three-digit to four-digit million range.

2.3.2 Major Platforms

The following is Statista's global listing for the most popular social networks worldwide as at January 2019.

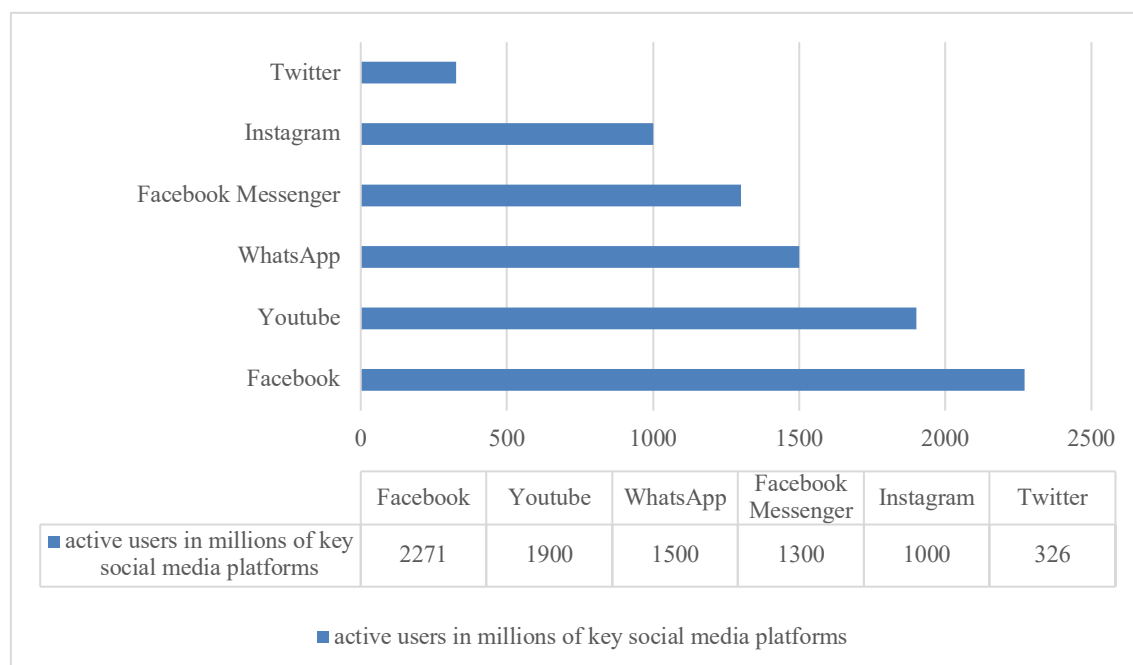


Figure 4: Number of users (in millions) on social media platforms (Statista.com) – own visualization

Founded in 2004 by Mark Zuckerberg, Eduardo Saverin, Dustin Moskovitz, and Chris Hughes, **Facebook** is a SNS that was originally designed for use by college students (Hall, 2019). However, Corbett's statistics show a 276.4% increase in 35 to 54 year-old users, which led to an overall growth rate of 58.9% in total users. His findings also show that the 25 to 34 year-old population on Facebook doubles every six months (Corbett, 2009). Facebook quickly became the largest social network in the world, with more than one billion users as at 2012 (Hall, 2019). In the second quarter of 2017, the two billion mark in terms of registered users was exceeded (Statista, 2019) of which about half were using Facebook daily, making Facebook the most dominant social media technology. Access to Facebook is free for all members, and the company earns most of its revenue from advertising on the website. Approximately 89% of the \$40 billion in revenues in 2017 was generated by digital advertising, primarily from targeted advertising and user data (Sharma, 2019). Another source of revenue for the company is generated by payments for virtual or digital products from developers sold through third-party applications (Hall, 2019).

Another free social network is **Instagram**, which has been part of Facebook Inc. since 2012. In 2010, the year it was founded by Kevin Systrom and Mike Krieger, more than one million people used the app. In the following year this number rose to ten million and in 2012 it already reached thirty million active users (Social Samosa, 2017). The platform offers the opportunity to edit pictures and videos and share them with friends, to like and/or to comment to contributions.

According to Omnicore statistics, Instagram now has one billion active users globally per month and 500 million daily users. In 2016, Instagram introduced business profiles. Since then, many businesses have switched their personal Instagram profile to a business profile. Today, more than 25 million businesses are on Instagram (Aslam, 2019). The use of the app also continues to increase in Switzerland. Xeit GmbH, a company specializing in social media and online marketing, reported that 28% of all users in Switzerland use Instagram more than they did than last year (McSchindler, 2017).

Twitter is another popular social media site. It is primarily used for news, entertainment, sports and politics and, unlike other platforms, relies on real-time information. Another distinctive aspect of Twitter is that every post (or tweet) is limited to 280 characters. Five years after its inception, Twitter has 200 million registered users who generate 350 million tweets a day (Technopedia, 2019). The official number of Twitter users worldwide who use the platform at least once a month is 321 million (Firsching, 2019). According to Xeit GmbH, Switzerland had 920,000 users in 2018, which is every ninth person in a population of almost 8.5 million (Statista, 2018). Twitter is far ahead with regard to the use of the social media platforms by banks. Of 123,000 posts, 79% were posted on Twitter (Macheel, 2017).

WhatsApp is not officially considered a social networking app. It is the first messaging platform that allows people to send and receive messages, multimedia files, and documents to those whose contact numbers are stored on their mobile phones. The rationale behind the app is that it does not allow others to search, send requests, and comment, as is the case with social media sites. However, due to the importance of the app, it is listed in many statistics under the same category – as it is in this thesis.

WhatsApp is a telecommunications service that is primarily used for exchanging messages via mobile devices. The service is offered by the Californian company

WhatsApp Inc., which was founded in 2009 by Brian Acton and Jan Koum, and it has been part of Facebook since 2014 (Iqbal, 2019). WhatsApp sends text messages in real time over the Internet. Therefore, only the fee for the internet provider is charged. Apart from that, WhatsApp is free of charge, although an annual payment of one US dollar was necessary in the interim. Other features of WhatsApp include voice calling from one WhatsApp user to another or voice recording, which allows users to record and send audio messages instead of typing them in. According to the latest statistics available, WhatsApp recorded 1.5 billion monthly users across 180 countries (Statista, 2019).

2.3.3 Added Value from Social Media

Engaging in social media applications such as Twitter and Facebook create new opportunities for companies to improve their internal operations and become more attractive to their customers, business partners and suppliers. In the past, companies had far more time to monitor and respond to community activities, but that is no longer the case since the advent of the Internet (Kane, Fichman, Gaullagher, & Glaser, 2009, pp. 45-50). As a result, companies needed to develop a coherent outreach strategy, new skills and adaptive tactics. As Steinman and Hawkins (2010, pp. 1-9) note, the viral nature of social media makes it ideal for the business environment. In 2010, Thomas stated that social media is the "CRM for millennials" and not just a marketing tool.

The added value does not come from the platforms themselves, but from how a particular social media platform is used, as each platform can be used for a variety of purposes (Majchrzak, Cherbakov, & Ives, 2009, pp. 103-108). More importantly, social media applications have the potential to offer value beyond traditional e-commerce activities, such as content distribution or revenue growth, through the formation of online customer communities, also known as virtual customer environments (VCEs) (Bhattacharya & Sen, 2003, pp. 76-88). The power of these communities is strengthened by deepening contacts and relationships, facilitating rapid organization, optimizing the creation and synthesis of knowledge and the possibility of reliable filtering and transferring information (Kane, Fichman, Gallaugher, & Glaser, 2009, pp. 45-50). In particular, companies potentially achieve added value through VCEs if customers regularly collaborate with the company by shaping content and using their influence. This creates a substantial amount of user-generated content on social media sites (He, et al., 2015, pp. 1622-1636). If these

connections are successful, customers will feel good and empowered to connect productively with the company and its products. In addition, an increasing number of consumers rely on user-generated reviews to evaluate products and services prior to their purchase (He, et al., 2015). These actively involved customers are more likely to be loyal to the company's existing products and services and more willing to try its new offerings. They also become resistant to negative information related to the company (Bhattacharya & Sen, 2003, pp. 76-88).

Social media content can also contribute significantly to competitive knowledge by making relevant information easily accessible to analysts. More precisely, analysis of people's opinions, feelings, reviews, attitudes, emotions towards material or immaterial objects, topics or attributes such as products, services, organizations, individuals, events and topics can be obtained (Liu, 2012, pp. 7-10). Bank of America, for example, used social media to identify trends and control key issues by collecting and analysing comments from social media platforms (Purcell, 2011). A further analysis possibility is the prediction of behaviour. Zhang and Skiena (2010) conducted a comprehensive study of the relation between news variables and stock trading volumes based on blogs and news. For example, they found that sentiments expressed on Twitter have a strong correlation to market trading.

2.4 FinTech

The term FinTech, derived from the abbreviation financial technology, describes companies or units of existing companies that combine financial services with modern, innovative technologies (Svensson, Udesen, & Webb, 2019, pp. 20-32). The offerings of the new market participants, which in most cases are start-ups, are generally internet-based and application-oriented. FinTech companies aim to increase customer benefits through advantages such as ease of use, efficiency, transparency and automation (Mackenzie, 2015, pp. 50-53). Their ultimate role is to utilize technology to ease financial processes.

FinTech is constantly developing and maturing and many fundamental tasks still need to be explored, hence the lack of a conclusive definition for this term. Nevertheless, many companies in the FinTech industry can be divided into four main segments according to their business models.

The following figure illustrates the main and sub segmentation according to Dortfleit et al. (2017, 37).

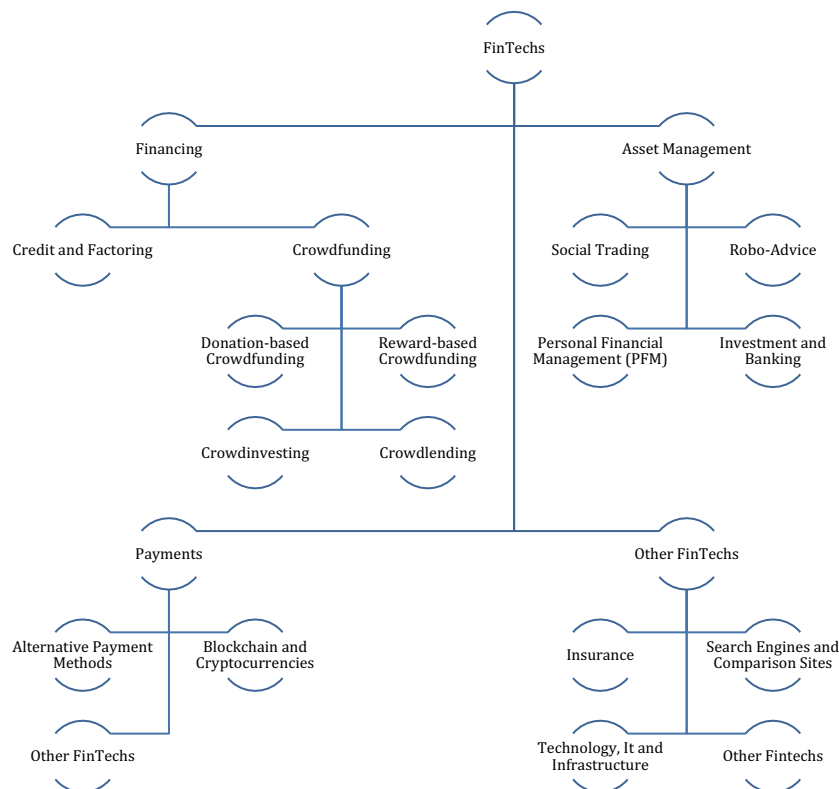


Figure 5: *Segments and elements of FinTech (Dortfleitner et al., 2017, 37) – own visualization*

2.4.1 Regulation and Legal Requirements for FinTechs

After the GFC, governments and regulators have stimulated greater competition in the financial system to reduce the "too big to fail" risks that have contributed to the crisis. However, banks are struggling with transformation, while alternative financial services are on the rise (Blakstad & Allen, 2018, p. 2). Nevertheless, regulation still has one of the greatest influences in the financial industry, probably as important as the technological innovation of the companies themselves (Ferrarini, 2017, p. 121). As illustrated in the previous chapter, FinTech business models are very diverse. Therefore, from an industry and regulatory perspective, a change of attitude is necessary to ensure a balance between competition and financial stability in this industry. However, in view of the innovation of Fintech and digital financial sectors, policymakers and regulators can only achieve their key objectives if they have appropriate and advanced tools, frameworks and regulatory

approaches to help them generate accurate information from large databases. Over the last decade, many new regulations have been implemented which require increased transparency and have resulted in enormous amounts of data. All these data must be collected by regulators to meet their growing and more demanding tasks, in particular the need to develop more proactive, data-driven regulatory and supervisory approaches (Gomber, Parker, Weber, & Kauffman, 2018, pp. 220-265).

The relevance of the above-mentioned compliance and regulatory requirements has led to the combination of regulation and technology, referred as RegTech (Alt, Beck, & Smits, 2018, pp. 235-243). Its solutions involve technologies, especially IT, that aim to ease regulatory compliance and substitute for manual labour, such as monitoring and reporting in standard regulatory and compliance processes (Deloitte, 2016). Artificial Intelligence, which is explained in greater detail in the following chapter, is another method used to trigger warnings for handling exceptions. RegTech offers a number of these kinds of innovative complementary solutions that are considered able to achieve significant improvements in functionality and simpler workflows (Larsen & Gilani, 2016, pp. 22-29).

Switzerland had no specific regulations for FinTech. The approach was technology-neutral, which suggests that FinTech companies were bound by the same rules as traditional banks, but they recognized that the new digital business models require an adapted regulatory framework. Swiss lawmakers have therefore implemented three measures within two years, including a FinTech license, which was introduced on 1 January, 2019. The FinTech license aims to lower the barriers to market entry for FinTech companies while strengthening legal security throughout the industry. The other two measures that were implemented in August 2017 are, firstly, the extension of the holding period for settlement accounts to 60 days and, secondly, a licence-free innovation room (sandbox) for public deposits of up to one million Swiss Francs (CHF) (Hostettler, Wiki, & Schmid, 2018, pp. 1-7). The definition of a regulatory sandbox according to Jenik and Lauer (2017, p. 1) is: *“A framework set up by a financial sector regulator to allow small-scale, live testing of innovations by private firms in a controlled environment (operating under a special exemption, allowance, or other limited, time-bound exception) under the regulator’s supervision.”*

2.4.2 Most promising FinTech Innovations

FinTech companies are supported by substantial funding in recent years of which global investments reached USD 111.8 billion by the end of 2018 according to KPMG's latest report (2019, pp. 4-21) and as shown in the following chart. According to the report, investors in the first half of 2018 focused on a broader range of innovative technologies than ever before and many of the main challenger and digital banks as well as the large tech players (e.g. Alibaba, Google, Microsoft) are continuously expanding their services offerings (KPMG, 2019, pp. 4-21). It is a clear trend that large companies are increasing their investments in FinTech companies.

This is related to the fact that the number of companies is increasing and new technologies such as big data, artificial intelligence and open banking are leading to a significant disruption of financial services. In several fields, FinTech solutions can offer the same services at half the price (Noonan, 2016). Moreover, they provide a better user experience as their services are designed to be more user-friendly. This allows them to penetrate markets rapidly, especially targeting young customers (Efma, 2016).

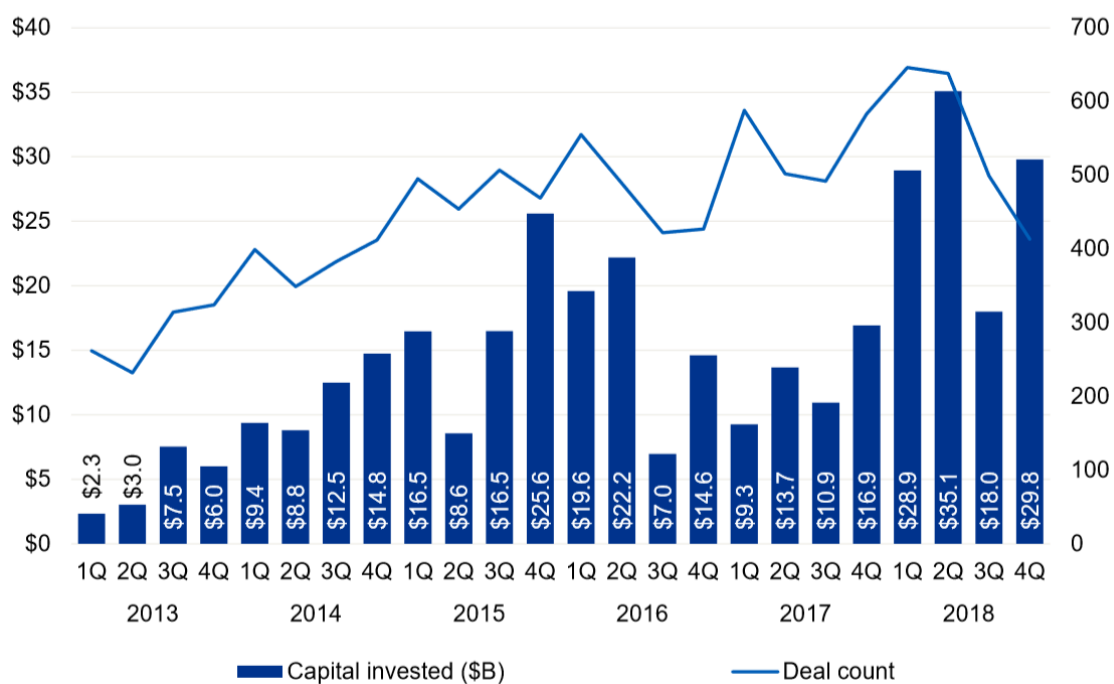


Figure 6: Total investment activity (VE, PE and M&A) in Fintech (KPMG International, *Pulse of Fintech*, 2019, p.11)

According to the KPMG report, FinTech attracts significant interest from corporate venture arms and other larger corporations as they seek to gain some strategic exposure to companies pursuing innovative products and services, and which may be viewed as a type of outsourced R&D. But many private investors have also found interest in getting involved earlier in the life cycle of FinTech companies. (KPMG, 2019, pp. 28-40).

In the following, five of the most promising FinTech technologies and innovations are presented.

Artificial Intelligence used with Big Data

Artificial intelligence (AI) has existed for decades and was studied by the British mathematician Alan Turing in 1950 (Turing, 1950, pp. 433-460). However, with the rise of "big data" it has recently gained attention again. There is currently no precise and officially recognized definition of AI, but the modern dictionary defines AI as an area of computer science that promotes the development of intelligent machines that act and respond like humans (Technopedia). According to Kaplan and Haenlein, AI can be divided into three different groups: analytical AI, human-inspired AI and humanized AI (Kaplan & Haenlein, 2019, pp. 15-25).

The term big data (BD), on the other hand, is relatively new. Nevertheless, several researchers and practitioners have used the term in previous literature. For example, Cox and Ellsworth described BD as a large amount of scientific data for visualization (Cox & Ellsworth, 1997). While there are several definitions, the term big data is currently used to describe the increase in the volume of data that is difficult to store, process, and analyse using traditional database technologies (Hashem, et al., 2015, pp. 98-115).

Despite the widespread lack of familiarity, countless AI applications shape already everyday objectives. For example, in a web search, AI assists Google search by making suggestions to choose from when typing something in the search field. Other well-known examples include smart assistants such as Alexa or Siri, Google Maps for navigating, Uber rides, and Spam filters in email inboxes. Numerous companies worldwide have taken advantage of AI and are leveraging the power of this technology. This was also highlighted in a study by Statista, which determined that over one billion consumers worldwide used virtual assistants in 2018 (Statista, 2019).

AI applications are also deeply integrated in the financial sector, although they pursue an entirely different approach in this field. Instead of concentrating on individual features or information, algorithmic processes are used to analyse human behaviour and decisions (Soroker, 2019). According to Deloitte, AI enables five key capabilities for the financial sector (Deloitte, 2018, p. 6):

- 1) customization (of experience and service, optimizing outcomes)
- 2) foresight (to predict what is likely to happen),
- 3) decision making (to recommend or automate specific decisions based on the best outcome)
- 4) interaction (between computers and humans)
- 5) pattern detection (to understand themes and regularities in context)

The following technology also belongs to the category of AI.

Biometrics

One definition that can be found in multiple research papers is the one that is also used by the National Research Council of the National Academy of Sciences in its report (2010) where Biometrics is described as follows:

Biometrics is the automated recognition of individuals based on their behavioural and biological characteristics. It is a tool for establishing confidence that one is dealing with individuals who are already known (or not known) - and consequently that they belong to a group with certain rights (or to a group to be denied certain privileges).

In other words, the authentication takes place through personal recognition and identification of people's faces, voices and fingerprints. Authentication is typically based on passwords, which are often selected from observable areas of life such as birth dates, child names, pet names, primary school and places. All this information is now available on social media and in public databanks, reducing the security level of passwords. Biometrics offers the possibility to increase this security level again and offers many advantages for the financial institutions and the customers. It optimizes the authentication process and reduces the need for a human operator, which in turn reduces operational

costs significantly; it eliminates the need for complex passwords and PIN codes; and it eliminates the need to duplicate the authentication process (Grant, 2016).

Biometrics in Social Media

Many companies such as Facebook Inc. already use biometric technologies. For example, Facebook utilises face recognition, which has been used since 2010 to offer suggestions of people who could be marked on pictures (Mitra & Gofman, 2016, pp. 39-60). Facebook enhanced the functionality in 2017 by alerting users when a photo of them is uploaded to the site, even if they are not marked. The feature is based on face recognition in which AI technology automatically compares the biometric data in a particular picture using stored data from users (Perala, 2017).

Biometrics in Banking

As mentioned above, the risk of security breaches is increasing due to the possibility of new technologies and access to big data, therefore the need for secure identification systems for personal verification is becoming increasingly important in the banking sector (Venkatraman & Delpachitra, 2008, pp. 415-430). Ensuring a secure system environment is thus a priority for financial institutions. Venkatraman and Delpachitra compared eight different security models that are widely used in banking in their study and concluded that a strategic fit with an appropriate biometric solutions would create a positive and secure environment and could meet future needs (2008, pp. 415-430).

Neobanks

Most banks now offer omni-channel banking, including web and mobile access. However, pure digital banks go one step further by completely disbanding their branch network and relying exclusively on a digital interface (Pritchard, 2019). As with some other definitions in this thesis, there is no single definition of a neobank. According to Grindstad, neobanks typically do not have their own banking license but use partners to offer bank-licensed services. She also differentiates between neobanks and "new-banks", which in turn have a full banking license (2019). From the customer's perspective, however, a neobank can probably be described best as an app that is used for financial matters. Sia Partners has summarized some of the innovative and interesting components of neobanks as follows (Sia Partners, 2018):

- Fast account opening
- Free debit cards
- No fees for international payments
- Accounts for crypto currencies
- Multiple currencies account
- User-friendly interfaces
- Instant messaging system 24/7
- Up-to-date data, live notification
- Expense management/analytics

Overall, it can be stated that neobanks offer everything a traditional retail bank has to offer, but with the great advantage of speed and efficiency. With these and other advantages, such as user centricity and a more modern way of banking, they attract new generations in particular. The list of already active neobanks (new-banks) continues to grow. Some of the most prominent neobanks are presented later in this thesis.

Open Banking Application Program Interfaces (APIs)

The majority of today's large banks are vertically integrated and manage production and distribution within their own branches or channels. Thus, their products and services run through their own distribution channels and a strictly controlled, banking-specific payment infrastructure. These business models are now being disrupted by open banking. Open banking refers to the opening of banks and the provision of parts of their customer data to third parties. The standardization of programming interfaces, so-called application programming interfaces (API), form the basis for this. APIs enable the use of different products and services across different platforms and systems as the following figure demonstrates (Capco, 2019).

This is how it works:

Each provider requests (once at the opening) the customer's consent to access their information. The provider then sends a request to the bank, which processes it and shares the customer's details. The permission remains active until the customer withdraws it, which can happen at any time. API interface thus enables the simple integration of various services by the partner companies (XMLdata, 2016).

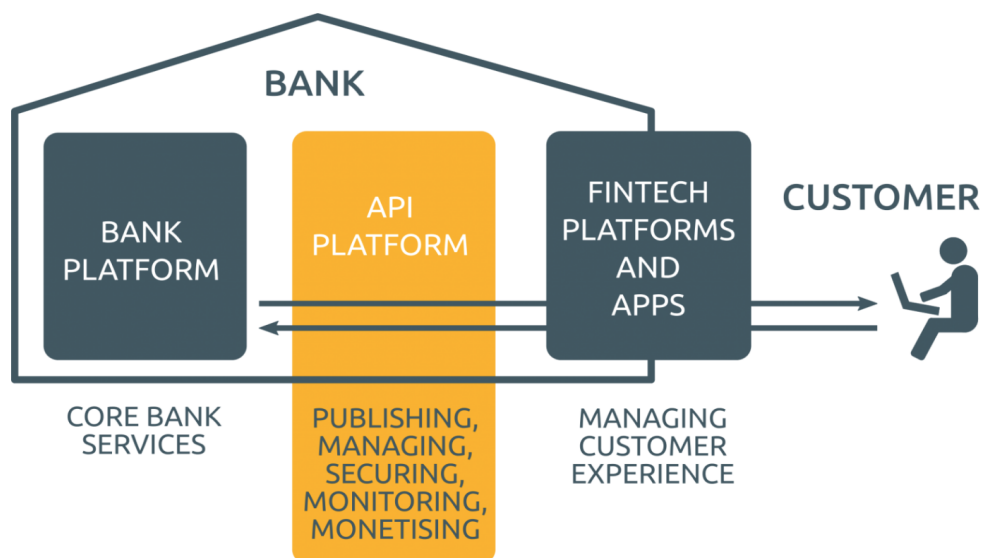


Figure 7: The provision of API platforms is an extension of banks' service portfolio, enabling new business opportunities with internal and external customer service interfaces (XMLdata, 2016, p. 2)

Side note: Neobanks, API-Banking - only a few providers fall into only one category.

The diversity of business models across the industry poses major challenges to banks and regulators. However, the above-mentioned trends show to which extent many of the new technologies and platforms are linked, leading to rapid growth and widespread adoption, which can also be leveraged by more traditional banks (Deloitte, 2018, pp. 1-27). The following figure by McKinsey shows three possible model types for APIs and their value-creating attributes.

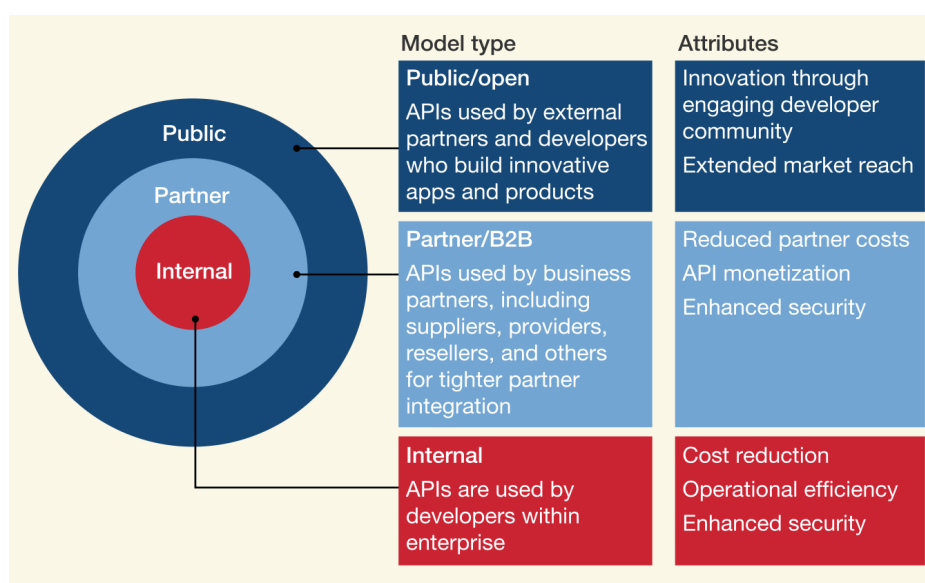


Figure 8: Three types of APIs (McKinsey Payments Practice)

Crowdfunding

The term "crowd" is generally defined by Kozinets et al. (2008, pp. 339-354) as large, organized groups who gather or are gathered together specifically to plan, manage, and/or complete particular controllable and well-defined projects. The importance of the Internet for the gathering of individuals who previously existed and acted independently would not have been possible without the rise of "Web 2.0". The definition of "Web 2.0" according to O'Reilly (2007, p. 17) is:

Web 2.0 is the network as platform, spanning all connected devices; Web 2.0 applications are those that make the most of the intrinsic advantages of that platform: [...] that gets better the more people use it, consuming and remixing data from multiple sources, including individual users, while providing their own data and services in a form that allows remixing by others, creating network effects through an "architecture of participation," [...] deliver rich user experiences.

As in the case of the above definitions, the term crowdfunding is also difficult to precisely define, especially since crowdfunding covers so many current uses. For simplicity's sake, this paper defines the term more narrowly. Crowdfunding is explained by Dietrich and Amrein (2016, pp. 2-6) as a form of financing campaigns via the Internet. The concept relates to a usually large number of people – the "crowd" – who collect money for cultural, social or commercial projects. As O'Reilly (2007, pp. 17-37) pointed out, the development of Web 2.0 is a critical component that has facilitated access to the "crowd".

As already shown in Figure 3, the term crowdfunding can be divided into further categories. The main criterion for distinguishing between different forms of crowdfunding is the type of consideration (crowdlending, crowdinvesting, donation-based crowdfunding, reward-based crowdfunding) (Dietrich & Amrein, Crowdfunding Monitoring Schweiz 2016, 2016, p. 3).

Unlike many other forms of financing, crowdfunding projects have a variety of objectives for both borrowers and investors, which may be financial or non-financial (Dietrich & Amrein, Crowdfunding Monitoring Schweiz 2016, 2016, pp. 4-5). One of the key motives for the participation of investors in crowdfunding transactions is the desire for interaction

in social networks (Moritz & Block, 2016, pp. 38-40). The same applies to the borrowers, as they enter into a direct dialogue with their potential investors and thus receive immediate feedback on the project (Dietrich & Amrein, Crowdfunding Monitoring Schweiz 2016, 2016, p. 4).

2.4.3 Swiss FinTech Landscape

The FinTech scene in Switzerland is also growing continuously. In the past three years, the number of companies offering services or products for the financial industry has increased by approximately 40% from 162 (2015) to 220 (2017). According to a PricewaterhouseCoopers International (PwC) report, most of the FinTech start-ups in Europe are based in London or Switzerland. More specifically, every eleventh start-up is based in Zug, also known as the Crypto Valley (PwC, 2016). The majority of these companies were active in the investment management segment (24%), followed by banking infrastructure (22%), deposit and lending (15% each), and payment and analytics (12% each) (Statista, 2019).

As mentioned in Chapter 2.4.1., the Swiss regulator has taken several steps to lighten operations of FinTech companies.

3 Social Media Usage and Online Banking Models

3.1 Change in Business Processes

Due to the constant further development of communication technologies and the increasing importance of the digitalization of companies, the requirements of business processes have also changed. If one considers the individual functional areas of a company, the marketing and IT departments originally dealt with the subject of digitalization. The decisive factor for the success of a company in the age of digitalization, however, is the integration of the entire value chain. The changes in customer wishes and requirements in terms of individuality and high flexibility associated with digitalization make it necessary to also implement new ways of thinking and processes in sales.

This means that not only is the use of digital communication instruments results in success, but rather a transfer of digitalization to the whole company respectively its value chain (Jahn & Pfeiffer, 2014, pp. 79-93).

3.2 Introduction of Social Media in the Banking Industry

As mentioned above, social media has expanded its reach, providing users and businesses the opportunity to potentially take advantage of this freely available resource. The growing importance of social media is also not completely bypassing banks. Although there is still a disparity between awareness and action, social media extends beyond marketing activities and plays an increasingly important role in the business plans of many banks. The use of social media to communicate between businesses and users can be a form of communication in the future within the banking industry (Baruah, 2012, pp. 1-10). This section therefore evaluates existing research on the use of social media in banking. According to a recent report by the American Bankers Association (ABA), nearly half (46%) of survey participants believe that customers will use social media as their main source of communication with the bank over the next five years (American Bankers Association, 2017, pp. 3-22).

3.3 Today's successful Online Service Providers

In the light of the above findings, there would be a need for Web 2.0 services for banks and other financial services companies. The fact that the spread of these services is still

rather small relates to the discrete nature of the bank in general. Nevertheless, the spread of such online services is increasingly observed and the possible business areas are becoming more diverse. There are already countless providers, and a small selection of the best known and most promising providers is listed in this chapter. The selection is based on the key elements of this work to illustrate the technological innovation, the process innovation and the social media usage that has intensified the Fintech revolution in recent years.



THE SWISS LEADER IN ONLINE BANKING

Swissquote www.swissquote.ch

Marvel Communications SA was originally founded in 1990 by Marc Bürki and Paolo Buzzi. The company specializes in financial software and Internet applications and set the first milestone for Swissquote. In 1996, Swissquote was the first financial platform to offer free access to securities traded on the Swiss Stock Exchange. According to Swissquote, it records two million visitors every month, making it the leading financial platform in Switzerland (Swissquote, 2019).

In 2010, Swissquote was the first Swiss bank to introduce an ePrivate Banking service. The aim is to offer a cost-effective and flexible alternative to traditional asset management. The online tool enables clients to define their own risk profile and then build their optimal investment portfolio (Furrer & Dietrich).

This is how ePrivate Banking works:

An "optimal" client portfolio is calculated based on the defined investment universe, which clients can define according to their own parameters. The allocation process (both tactical and strategic asset allocation) is then performed using an algorithm developed by Swissquote. In principle, quantitative portfolio management is based on statistical, mathematical and algorithmic findings, which, in contrast to fundamental and qualitative portfolio management, aim to exclude any emotional influences such as future prospects, profit forecasts, announcements or management interviews of a company. While traditional investment assessments are based solely on the valuation of individual assets,

quantitative portfolio management focuses on the interaction between assets, thus maximizing portfolio return while minimizing risk (Swissquote).

According to their annual report, Swissquote recorded total revenues of 225.4 billion in 2018 and net new money inflows of CHF 3.115 billion. Since 2017, Swissquote has been the first European online bank to offer its customers the opportunity to invest in and trade in crypto currencies, and it has now been able to take advantage of this by becoming the first bank to offer so-called initial coin offerings (ICO).

Excursus:

Since 2013, ICOs (MasterCoin was the first in 2013) have been widely used to finance the development of new crypto currencies, but in 2017 an explosion of ICOs took place, fueled by the relative ease of creating a new token on Ethereum and the rapid rise in the value of Bitcoin and Ethereum coins, which has resulted in early investors to have a considerable amount of crypto to invest in new projects. Token sales are virtually a form of crowdfunding where blockchain companies issue their tokens in exchange for other crypto currencies (e.g. Bitcoin or Ethereum). This is a fundraising mechanism where the money is usually used to support the development of the platform (Blakstad & Allen, 2018, pp. 178-181).

Another product of Swissquote, which stands out from competing providers, is a credit card that can be used in twelve different currencies. The credit-card charges are settled directly in the foreign currency, without a conversion or foreign currency fee (Swissquote, 2018).



imaginBank www.imaginbank.com

The Spanish bank CaixaBank launched the first complete online bank in Spain in 2016, which provides banking services exclusively through mobile apps and social networks (O'Neill, 2018). Via the Facebook page of "mi imaginBank", customers can view their account balance and current transactions, as well as access customer service and bank promotions (CaixaBank, 2016).

This is how the app works:

Everything is managed via the mobile devices using the app, which can be downloaded free of charge from Google Play (for Android users) or from the App Store (for iOS users) (FinTech Futures, 2016). The company developed an application that allows customers to interact with their bank via Facebook, making this service unique. Their website (www.imaginBank.com) has the sole purpose of providing general information and instructions on how to become a customer (CaixaBank, 2016).

According to CaixaBank's press release in 2018, imaginBank had more than one million customers within only two years of its launch. The target group of the imaginBank are clearly millennials or digital natives, which is also reflected in the average age (26 years) of its customers (CaixaBank, 2018).



TD Ameritrade www.tdameritrade.com

TD Ameritrade is one of the largest online brokers in the US, and they offer several platforms and apps to choose from, ranging from a simple app to a professional-level trading platform called "thinkorswim", designed specifically for very active traders (Carey, 2019).

This is how the platforms work:

Access to the various trading platforms is free for investors. Clients can open their account online, manage it and enter trades via the platform. In addition, they can choose between a web browser or a mobile or desktop application.

In order to provide investors with rapid and timely investment information, TD Ameritrade has launched a new chatbot on Twitter. Investors can easily send a direct message to @TDAmeritrade to access the latest TD Ameritrade artificial intelligence (AI) (Ticker Tape Editors, 2018).

TD Ameritrade has more than 11 million client accounts with assets of approximately USD 1.2 trillion and manages more than 7,000 accounts held by independent registered investment advisors. According to their annual report, TD Ameritrade recorded net new client assets of USD 32 billion in 2018 (Niiya & Goesser, 2019).



Fidor Bank www.fidor.de

Fidor Bank is another fully operational online bank established in 2009. Fidor has no sales staff and relies on its online community, who recommends them to others and suggests product innovations. Fidor Bank specifically targets customers who are comfortable with Web 2.0, such as freelancers, startups, e-commerce and other online businesses. Fidor Bank, similar to imaginBank, defines the increasingly relevant customer group of the millennials as their target group (Fichtel, 2019).

Fidor Bank offers business accounts that are free of charge. Especially if the fees are compared to a more traditional bank such as Commerzbank, where business account fees start at Euro (EUR) 172.80 a year, or Deutsche Bank, where they even start at EUR 196.80 a year, Fidor Bank gains a competitive advantage. Moreover, all transactions, online account statements and the use of the Fidor Smart Banking App are free of charge (Fichtel, 2019)

This is how the Video Ident procedure works:

The account can be opened online in just a few steps. After sending the documents electronically, the customer initiates a video call to the bank. The legitimation thus takes place in a video call, the so-called Video-Ident procedure. The customer is asked to display the front and back of his valid identity card in the webcam, which eliminates the need for confirming identification at a post office or public office (Robsen, 2017)

Customers who use the account as a salary account receive a credit of one euro per month, provided that the incoming salary is higher than EUR 1,000. They also offer many bonus programs related to social media, such as a credit of 50 cents if the customer retweets a Twitter message from Fidor Bank (Lietznau & Eilinghoff, 2018).



Revolut www.revolut.com

Revolut is a digital banking alternative based on an app that was developed in July 2015. Revolut's core product is a payment card with exceptionally low fees for international payments. The company has developed a platform that allows its users to transfer, exchange and spend money with a multi-currency card that is accepted globally in more than 150 currencies. In December 2018, Revolut acquired a specialized bank license from the ECB, enabling it to offer other financial services ranging from insurance products to crypto currency trading to cash accounts. According to the company, it already has more than four million customers (Revolut, 2019).

This is how the company acquired millions of users without traditional marketing:

In addition to the unique selling proposition mentioned above, Revolut used social media platforms to gain market share. The users talk about their experiences regarding the products, share them and thereby advertise them. The company and its products and services quickly became popular without spending any resources on marketing for its first 1.5 million users, said Benjamin Belais, Revolut's Head of France and Switzerland (Strudthoff, 2018).



N26 – The Mobile Bank www.n26.com

N26 was founded in 2013 by Maximilian Tayenthal and Valentin Stalf and is one of the most active mobile banks in Europe (Peyton, 2018). The Berlin-based company received a full banking license from BaFin in 2016 and has since expanded its operations in 17 European countries, including Spain, Italy, Greece, Ireland and Slovakia (Salesforce, pp. 1-8).

The unique selling proposition is the fast account setup that only takes a few minutes. The identity check, for which other banks send their customers to the post office, takes place in a video chat and signatures can be done electronically (Salesforce, pp. 1-8).

This is how the company gains a 360-degree view of customer needs:

N26's strategy is to unite the complex financial environment of an individual and provide a single, user-friendly platform. The key factor here is that N26 always focuses on the needs of its customers in terms of service and communication. This is based on the Salesforce Service Cloud, which provides N26 with a 360-degree view on all customer information. It enables customers to automatically categorize and associate requests sent to N26 customer support via email or social media sites. This means that all customer data from this unified cloud is available to employees, so that the collected data can be used specifically to respond to the wishes and needs of the customer (Salesforce, pp. 4-7). This has contributed to the rapid growth of the company. According to latest news, N26 is the first company in the German FinTech scene with a rating of more than one billion EUR (IT Finanzmagazin, 2019).

3.4 Social Media Presence in Swiss Banks

There is adequate scientific literature on social media in the financial services sector, but very little on the social media activities of Swiss banks, which have not been sufficiently researched. Furthermore, when one considers that social media plays an increasingly important role in this industry (Babu & Babu, 2018, pp. 56-61), it is vital to investigate how banks in the less researched Switzerland respond to this trend. So far, Swiss banks have been relatively cautious with regard to interaction with customers and other Internet users via Web 2.0. Most financial service providers use the Internet to present the company, to inform customers one-way, primarily with the opportunity to use forms with e-mail connections, and to present products only superficially. Clearly, social media usage is still in its infancy compared to other industries. Social media is still often seen as more of a danger than an opportunity, and most financial institutions thus behave passively. However, banks are challenged by decreasing revenues and increasing costs. This forces banks to identify new models to generate additional revenues. New models are an important differentiating characteristic to succeed in the competition with other banks and non-banks. Fidor Bank's core competence, for example, is its social banking community and their more effective client interaction that generate new revenues.

According to the banking statistics of the Swiss National Bank (SNB), 253 banks were in operation at the end of 2017 (Bankiervereinigung, 2018). Of these, the top ten banks in Switzerland were compared in terms of their social media presence. For this, firstly the number of Facebook followers was compared because, as already described in chapter 2.4.2, this social networking platform has the most users worldwide and secondly, the number of Twitter followers. Table 1 and 2 in appendix 8.1 show the top 10 banks with their social media websites and the number of likes or followers as at March 2019. The research shows that all ten banks are active on Facebook and Twitter. However, it is immediately apparent that especially the larger banks of Switzerland are more present on Twitter than on Facebook. Nevertheless, even with 409,000 followers (UBS) and 329,000 followers (Credit Suisse), the numbers are not comparable to those of their global competitors. For example, Deutsche Bank has 679,000 followers, and Citi Group has more than 913,000 followers on Twitter (as of March 2019). In addition, the research shows that all 10 banks use social media only for the reasons mentioned above, without offering any transaction options.

4 Online survey

4.1 Introduction

The aim of this chapter is to analyse and prepare the results of the online survey among social media users in Switzerland. This survey was conducted as part of the explanatory study addressing the third part of the research question *"What are the implications and recommendations for Swiss banks that can be made based on the findings?"*.

With regard to the overall research of this study, the online survey aimed to identify more comprehensive factors for the acceptance of social media usage by Swiss banks.

4.2 Methodology of the Survey

Surveys exist in a variety of forms and can be disseminated through a variety of media, such as written surveys, oral surveys and electronic surveys (Mathers, N., Fox, & Hunn, 2007). In this study, the web-based online survey is selected as the survey method because it is convenient and inexpensive. In a web-based survey, the questionnaire can be distributed via the web link and the results of the survey can be automatically collected and stored in the database.

The survey questionnaire was created using the intuitive survey tool www.umfrageonline.com from enuvo GmbH. This specific survey website was chosen by the researcher for two main reasons: 1) the use of the tool was free for the researcher, and 2) all data obtained could be easily transferred to an Excel file. The procedure of the empirical investigation is shown in Figure 9. In the first step, the questionnaire was created. The questionnaire was then sent to a sample of three test users, who were given the task to identify errors of different origins such as inconsistent wording, grammatical errors, spelling mistakes.

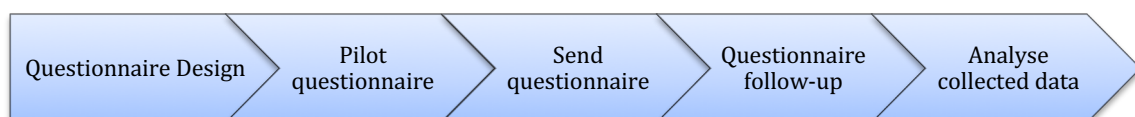


Figure 9: *Procedure of empirical survey – own visualization*

Over a period of 10 days, between 17 and 26 April 2019, data was collected online by distributing the survey link via e-mail, Facebook, LinkedIn and WhatsApp. Apart from the advantages mentioned above, a further significant benefit of this online survey tool is that the survey is automatically optimized for mobile devices, allowing participants to participate from any device (e.g. laptop, tablet, smartphone). The researcher only once sent a follow-up email, LinkedIn or WhatsApp message to thank those who had already participated in the survey and to encourage others to participate. The last step was the analysis of data collected over the defined period. The data was evaluated using the "xlstat" software tool, which can be integrated as an add-in in Excel. It was used because it offers many statistical functions and evaluation methods.

4.2.1 Participants

The selection criteria for the respondents were that they are Swiss and have a banking relationship with a Swiss bank. This study targeted a population size of 100 participants, with a primary focus on the millennials and Gen Z as target groups but did not exclude other groups. The researcher assumed that the response rate would be rather low, as many surveys were in circulation during this period and no reward for participation was announced. Nevertheless, 114 participants finally took part in the survey. It is not possible to determine whether the participants were the recipients of the original message or if they saw the social media posts or participated in the survey on the recommendation of other participants.

4.2.2 Questionnaire Design

The survey questionnaire (Appendix 8.2) was classified into three distinctive sections. The first section covered demographic questions regarding age, gender, education level, employment status and income range. The second category of questions included seven questions related to attitudes towards the use of social media, formulated as single or multiple-choice questions with one follow-up question. The questions related to usage time and purpose of social media platforms. The third section consisted of 17 questions asked in various question types (in particular single-choice, ranking, multiple-choice, Likert-scale and open-ended questions) related to banking. Questions were asked about

the frequency of physical bank visits and their added value as well as about the current use of financial services by other providers. In addition, many open questions were raised regarding the use of social media in the financial industry and the participants' ideas for possible future actions in this area to attract the next generations. The open-question method was chosen to offer participants the opportunity to voice their own views in their own words. The focus was on highlighting new ideas and inspirations that are not yet in the focus of the banks. The classic evaluation method for open questions is the quantitative content analysis. The open answers are coded by one or more coders according to a category scheme. The coding can be automated using computer-aided (dictionary-based) content analysis where appropriate (Züll, 2015, pp. 1-8). For this type of analysis, the researcher had no suitable program available to evaluate the answers, which is why the researcher analysed the answers of each participant individually and summarized core statements. The researcher was aware that the workload for the participants and himself would increase by encouraging them to provide open-ended responses.

When preparing the questionnaire, it was ensured that incoming responses from a specific Internet protocol (IP) address were recorded as a unique number in order to exclude multiple responses from one participant. In addition, the tool itself offered the possibility to design the questionnaire with voluntary or mandatory questions. Considering that the questionnaire should be kept as short as possible and at the same time provide the best insights, all questions were designed as mandatory.

Since the survey was conducted in English and the majority of the respondents are in the German-speaking part of Switzerland, participants were allowed to answer the open questions in German, where desired, in order to remove the communication barrier. All German answers were translated accordingly and can be found in the appendix (8.2.1), while ensuring that the meaning of the phrases was kept as congruent as possible.

The full questionnaire is available in the applied language (English) in the annex (8.2).

4.3 Results and Analysis

In this chapter, the collected data from the above described survey is presented and, where applicable, statistically evaluated.

Missing Data

A total of 114 participants took part in the survey and submitted their answers. After a more detailed analysis of the data, however, five participants answered less than half of the questions. Although the sample size was small, it was appropriate to exclude these five participants from the overall analysis and thereby reduce the sample size to 109 participants. In addition to this exclusion, it should be borne in mind that the formulation of open questions may lead to errors or distortions in the results.

Demographics

The generation analysis showed the following distribution of the population sample:

- 15 participants of Gen X (13.8%)
- 75 participants of Gen Y (68.8%)
- 19 participants of Gen Z (17.4%)

Among the 109 participants, 78.8% stated that they had achieved at least a higher level of education. This could mainly be due to the fact that the survey had Gen Y as one of the target groups. Overall, the entire sample population is mainly covered by the three education levels of people who have a vocational matriculation qualification (or something similar) (29 people), a bachelor's degree (37 people) or a masters' degree (14 people).

The following chart provides an overview of the education level of the sample population.

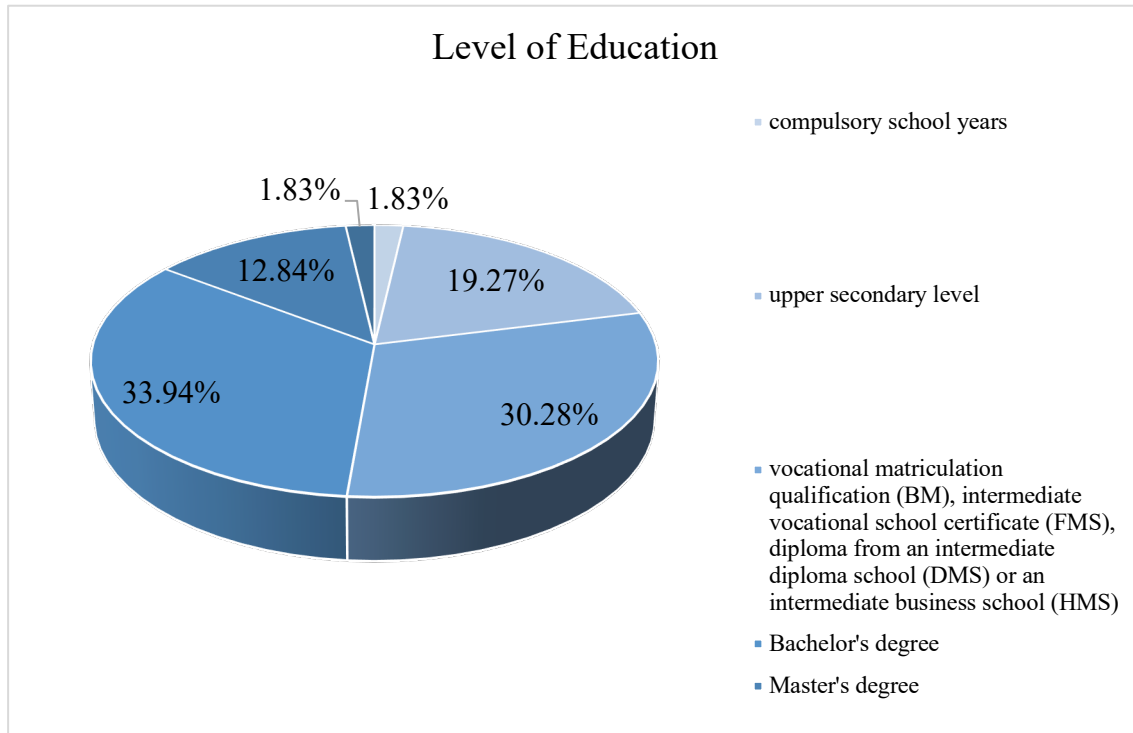


Figure 10: *Level of Education – own visualization*

The employment status of the participants also consists primarily of two categories. A total of 62.39% of the participants are full-time employed at the time of completing the survey, making this category the largest group of participants. The second largest group is made up of 29.36% of participants and consists of people who work part-time. Only one of the participants is unemployed and none is in the military during the survey, as shown in the figure below.

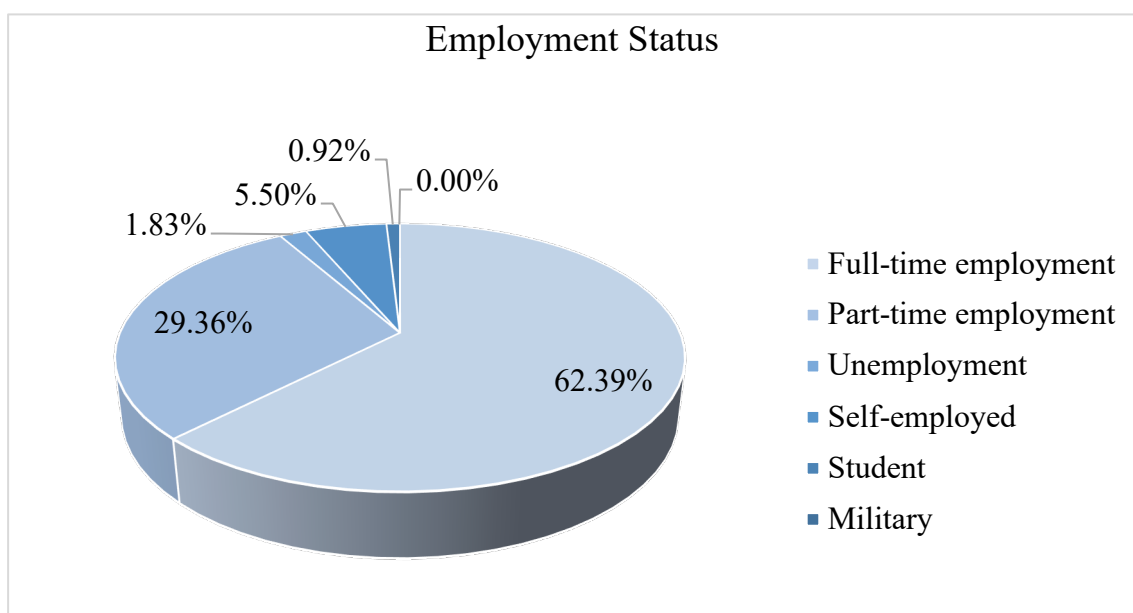


Figure 11: *Employment Status – own visualization*

For the sake of completeness, the question of gender was asked. However, in none of the cases could statistical significance be observed. Therefore, the data was not included in the analysis. The same applies to the question of the salary range, which is illustrated in the following figure. The frequency distribution of salaries also did not provide a specific pattern for the distribution of data obtained from the other questions.

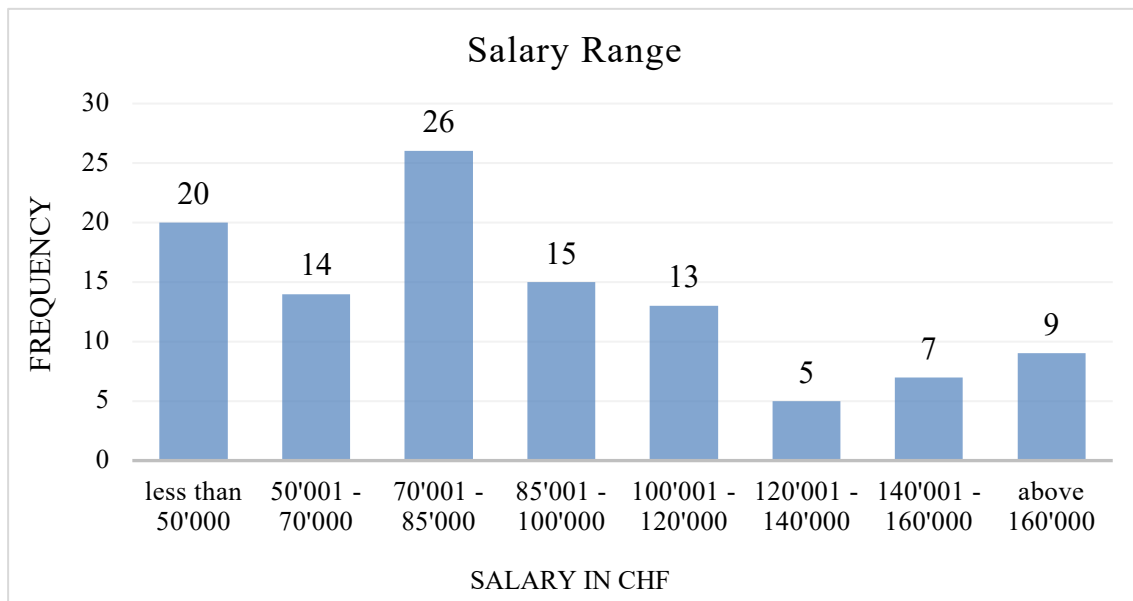


Figure 12: *Salary Range in CHF – own visualization*

Questions related to Social Media

This section presents the results of the questions related to the use of social media.

According to this survey, the majority of social media users (56.9%) have three to five social media accounts, and another 9.1% of the users have six or more accounts. None of the respondents indicated not being a social media user, and all respondents have at least one to two social media accounts. The researcher further asked about the use of the five leading platforms in the social media landscape (Facebook, Instagram, Twitter, LinkedIn and WhatsApp) to determine which platforms are most frequently used. Instagram and WhatsApp dominate this landscape as the remarkable majority of respondents use each of these platforms. About one-in-four participants (39.4%) are Facebook users, and the same number of participants is also on LinkedIn. The proportion of adults on the other site studied is rather small (7.3% Twitter users). None of the participants indicated that

they do not use any form of social media. The figure below shows the overall ratings of all respondents, whereby the respondent was asked to select the two most used platforms.

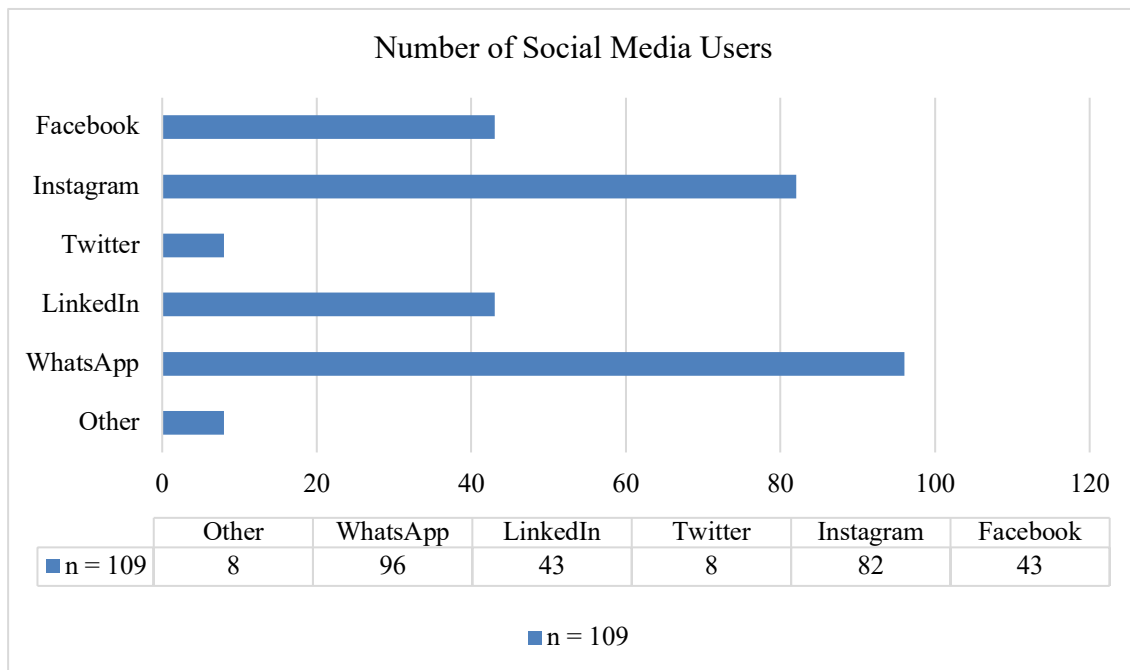


Figure 13: *Number of Social Media Users – own visualization*

High numbers from social media do not automatically correlate with high activity. It was therefore important to understand how actively users are using these social media sites and for what they use them. Half of users (50%) say they use social media more than an hour daily, including 9.3% who say they spend more than three hours a day on these platforms. At the same time, there are clear differences in the use of different social media platforms within this adult sample population. Just over half of users (55%) state that they use social media only for private purposes, while the other half use social media for business or mixed purposes. Certain platforms, such as LinkedIn, serve specific business purposes. Below is a selection of some of the most prominent examples of this survey:

- In order to network
- To keep in touch with business partners or customers
- For job searches
- For the purpose of advertisement or marketing
- To identify business and acquisition opportunities
- To share news and gather information
- To research, screen or identify customers (KYC)

Overall, networking and job searching are the main business activities reported by the survey population. Social media websites offer tools that professionals want and need, and that is the reason for the 45% of users in this study saying that they use these websites for business reasons. Nevertheless, social media is primarily used to connect and stay in touch with friends and family, as 61 of the respondents said. However, the most remarkable finding of this survey regarding social media was that only 5.5% of all respondents said they have trust in social media platforms with regard to their personal data. All other participants are uncertain (69.7%) or provide other reasons (24.8%) for having no confidence in personal data protection from social media sites, such as lack of security, unknown end-uses, sale of user data.

Questions related to Banking

Nearly 60% of the participants said they visit a bank once a year or less, and a further one-third said they only do so a few times a year. The following figure indicates that the frequency for physical branch visits across all generations is rather small.

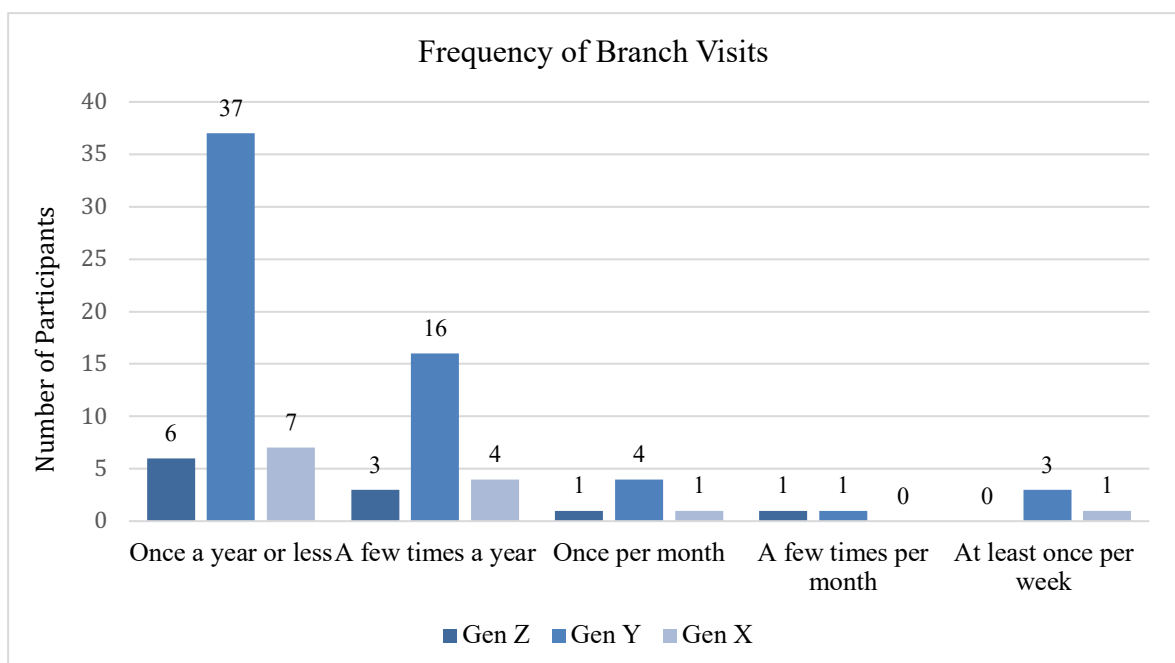


Figure 14: *Frequency of Branch Visits – own visualization*

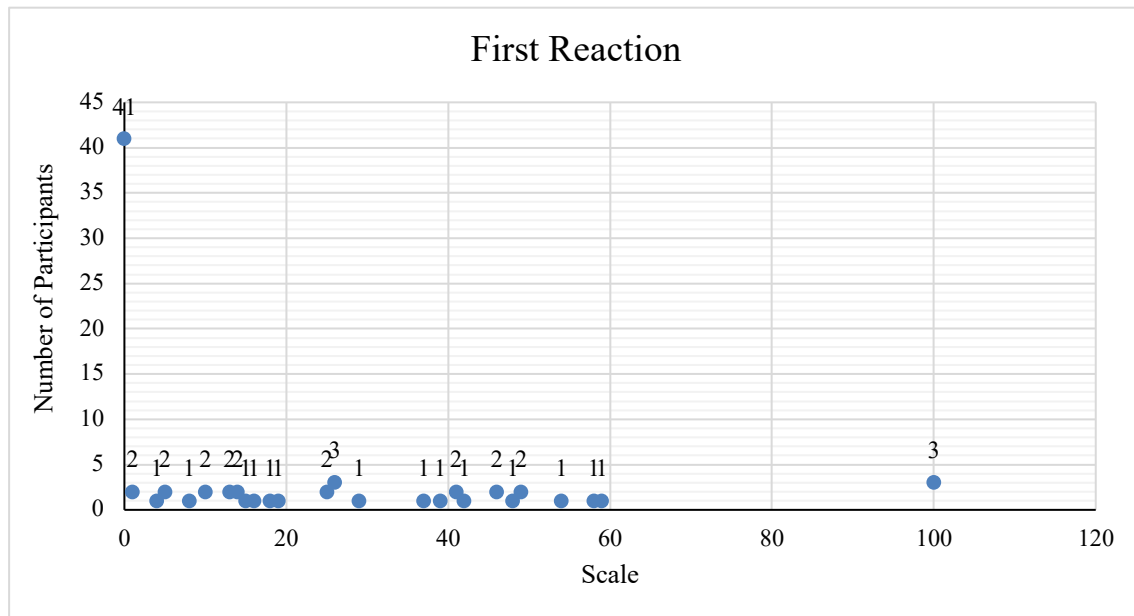
While more than half (58.8%) of the participants say they prefer to do online banking rather than visit a branch, many of them agree that some aspects are better handled in

person. The study shows that some customers still place great value on the personal relationship with their bank advisors. In fact, over 27% of all participants appreciate the face-to-face communication with their advisor, another 23.5% state to gain access to services that they otherwise have no access to and 12.9% believe that they get better advice on products and services. However, more than a third (36.5%) say they do not perceive any advantage in personal contact and prefer a fully digital banking experience.

As already stated in chapter 2.2, millennials are more familiar with digital and mobile technologies than older generations. It is therefore not surprising that 81.2% of all respondents manage their banking business from their mobile phone, laptop or desktop computer (74.1%). Only a handful of people use a tablet (10.6%) and only two people do not use online banking at all.

The literature part of this thesis clearly indicates that banks abroad are already much further ahead in terms of communication and service offering via social media. Nevertheless, 46.4% of the respondents stated that banks in Switzerland should not use social media to provide customer service. Some responded that they feel it is not necessary, others mentioned the aspect of security and others believe that Switzerland benefits from customized tailor-made products and thus social media would not be a suitable tool for customer services. However, 45.3% already clearly support this because they believe that it is not only contemporary, it expands communication between bank and customers, it contributes strongly to customer loyalty and can save time as it can be used from anywhere. The remaining participants cannot imagine it but are also not averse to it.

For the question “How would you first react if your bank advisor contacts you on Facebook?”, the participants had the possibility to choose from a scale from 0 (very negative) to 100 (very positive), which led to the following results as shown in figure 15. The collected data in figure 15 reveals that at this point in time, the attitude toward this possibility is rather negative with an arithmetic mean of 19.26 and a mean absolute deviation of 21.92.

Figure 15: *First Reaction – own visualization*

In one of the survey questions, participants were asked about their opinions on functionalities they would use through social media. The questions were asked using a Likert-scale with a scale from 1 to 5, while 1 is being “extremely likely”, 2 “very likely”, 3 “neutral”, 4 “not so likely” and 5 “not at all likely”. The following table shows six possibilities for the use of social media as well as the cumulative feedback of the respondents. The researcher decided to include the mean and the standard deviation in the analysis in order to interpret the data more accurately.

	(1) Extremely likely		(2) Very likely		(3) Neutral		(4) Not so likely		(5) Not at all likely			
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%	Mean	SD
To gather market information	20x	23.53	27x	31.76	19x	22.35	9x	10.59	10x	11.76	2.55	1.29
To gather account information	5x	5.88	8x	9.41	15x	17.65	19x	22.35	38x	44.71	3.91	1.24
To update personal information	6x	7.06	12x	14.12	16x	18.82	20x	23.53	31x	36.47	3.68	1.29
To make payment transactions	4x	4.71	9x	10.59	10x	11.76	14x	16.47	48x	56.47	4.09	1.24
To live interact with bank employees	7x	8.24	13x	15.29	19x	22.35	15x	17.65	31x	36.47	3.59	1.34
To submit service request	6x	7.06	22x	25.88	20x	23.53	16x	18.82	21x	24.71	3.28	1.29

Table 1: *Results of Question "Which of the following functionalities would you use through social media?" – own visualization*

Overall, the majority of respondents stated that they were not likely to make payment transactions, to gather account information or update personal information through social media. The results also indicate that a large majority of customers were most likely to gather market information using social media.

In response to the question about the quality and innovative strength of the products and services offered by their bank, approximately half of those surveyed said that their bank is above average (37.6%) or excellent (11.8%). The other half indicated that the performance in this field is average (41.2%) with some of them considering the achievements of their bank as below average (9.4%). It is therefore not surprising that these participants obtain additional services from Swissquote or Revolut, which could be deduced from another question.

As with other questions in this study, the researcher used an open-ended question to determine which products and services customers would most like to improve at their bank. The results of this question indicated that most respondents suggested improvements. The following list shows the most important from the customer's perspective.

- Better e-banking services with self-service options, e.g. modify personal data, account openings
- More innovative products, i.e. chat functions, video call options, social media interactions
- More automated / digitized services, i.e. less interfaces
- Better trading facilities
- Lower fees, cost transparency, elimination of international fees, lower brokerage fees. Examples mentioned referred to online banks.
- More mobile services

In summary, customers want more innovative products and services at better and more transparent prices.

For the question of what the participants think about the usage of social media by banks, the following summarized positive and negative opinions were received. The answers to this question embody the current uncertainty of respondents about this potential usage, as seen in the previous questions – almost 46% have negative attitudes towards it, 42% name positive aspects but are sceptical and around 11% find only positive aspects for the use of social media by banks.

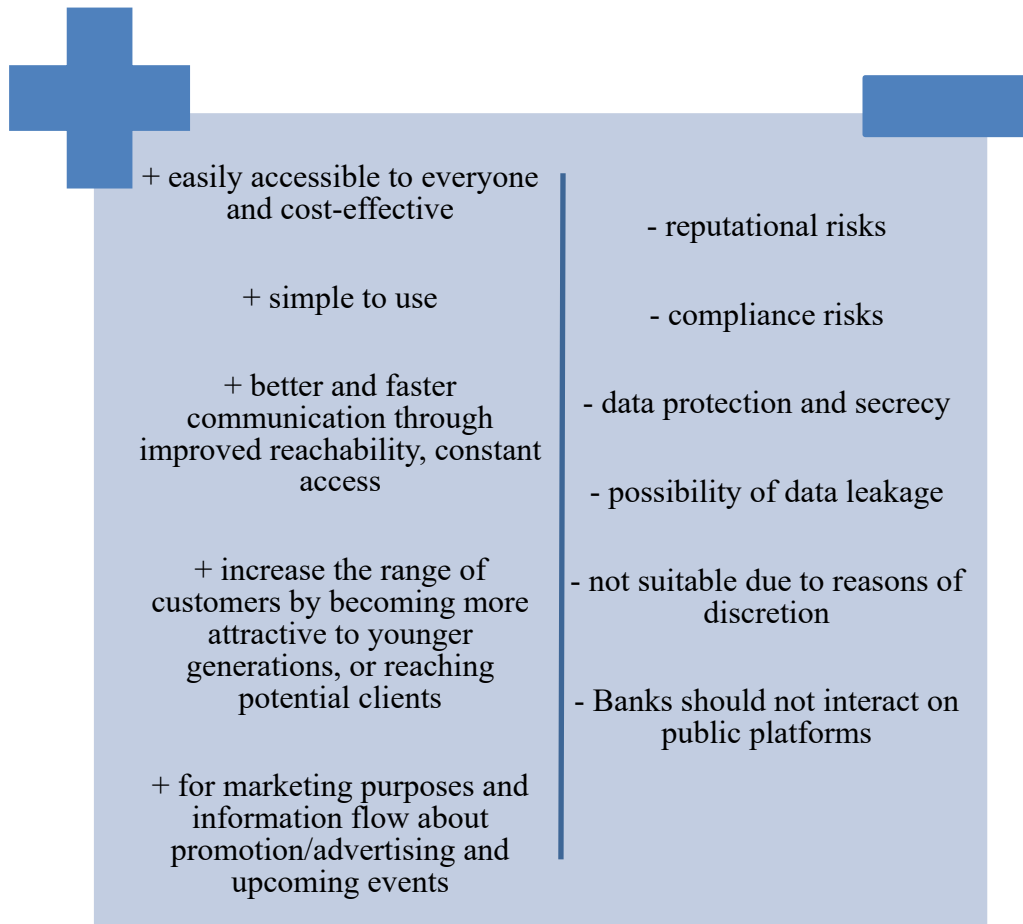


Table 2: Evaluation of the responses to question 21 - own visualization

It is important to understand the reasons why Swiss customers do not welcome interaction of banks via social media platforms. Most of the participants who listed negative aspects raised mainly security concerns. Nevertheless, 54.1% of respondents believe that social media chat features can improve communication. Another 21.1% said they believe this could build a more intimate relationship.

This led to the next question: Would the customers' attitudes towards social media change in other circumstances, for example, as improved and advanced services and higher

security? The following figure indicates that two thirds of all respondents would not be adverse in other circumstances.

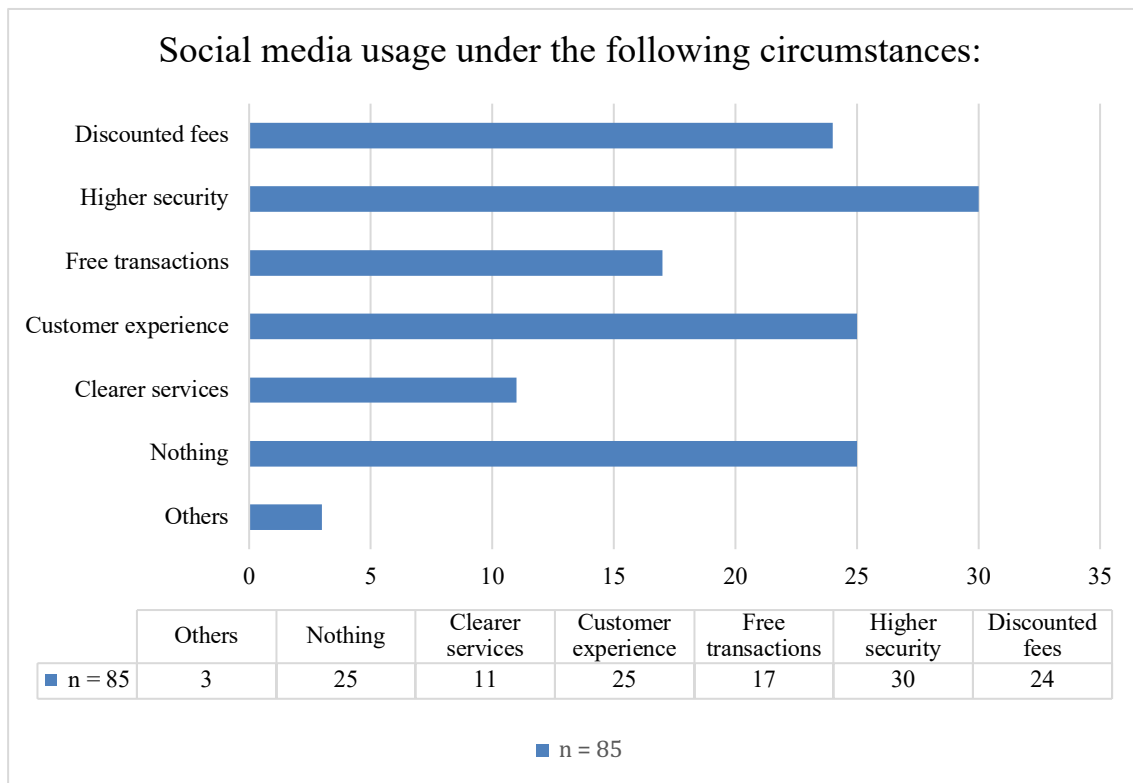


Figure 16: Results of Question "What would you encourage to use social media platforms to interact with your bank?" – own visualization

When asked whether they would use a Facebook Wallet to make payments on websites and receive money from other sources with this Facebook Wallet, 85% of the participants agreed that they would not want to use such services via Facebook. Reasons for this were, among others, the already mentioned security aspects but also the fact that there are already sufficient apps and platforms.

With the increase in automation and the further reduction in the number of branches, it was also important to understand whether customers consider human contact to be important for the banking relationship. A total of 60% of all respondents still believe it is important, about 30% are unsure and a little less than 10% see it as unnecessary today. In addition, only 31% of the participants do fully trust pure online banks (Neobanks, New-Banks), the remaining are hesitant or doubtful. Nevertheless, over 54% of all participants already have accounts with online service providers (for online banking or online trading). The study shows convincingly that the preferred providers are Swissquote and Revolut.

Other providers such as Interactive Brokers, TD Ameritrade, Tasty Works and Selma were also mentioned.

Lastly, respondents were asked about their opinions on how banks can attract Gen Z. This was investigated using the following question: “Since Generation Z (born after 1995) accounts for a quarter to a third of the population in many markets, their attitudes and preferences are very influential. Banks must therefore pay attention to the needs and expectations of Gen Zers as their influence is likely to increase in the future. How do you think banks can attract this generation?”

Some really interesting suggestions emerged that incorporate trends and state-of-the-art technological advancements. For example, four of the respondents stated:

“I think offering more online services is surely the right way. It has happened to me several times that I called customer service just to have them tell me that the requested service can be handled by myself via e-banking. That's amazing! Young people want to be independent and to be able to get access everywhere and anytime. And often online services are more professional and convenient than talking to somebody. So, I would definitely expand the bank's online services and use social media platforms to communicate.” – Participants W.

“Follow the trends. This generation is currently not focused on personal contact. Accordingly, banks should provide good e-banking platforms and provide the corresponding services such as Maestro cards with free withdrawals, etc., in order to be able to offer their customers the best possible service.” – Participant X.

“The Generation Z is almost addicted to social media and their mobile devices therefore it is possible to catch them on such a platform. I think it would be better if I could chat with a bank employee through my e-banking account rather than through social media.” – Participant Y.

“Exactly through services covered by this research. A move towards a more virtual relationship in banking and therefore more ease/convenience for such consumers.” – Participant Z.

5 Interpretation of the Results of the Swiss Marketplace

In order to assess not only the current but also the future significance of Fintech companies and social media platforms in the Swiss financial market, this chapter provides an interpretation of the results obtained from the survey. The results of the survey support the discussed literature. The changed circumstances and trends identified in the literature are all confirmed by the participants of the survey and in some cases even weighted higher.

Nevertheless, taking the future of banking into consideration – in certain cases with regard to social media – many respondents appear to feel uneasy about security problems during their online interactions. This was validated by several questions during the survey, which makes it difficult for Swiss people to imagine conducting their banking business via Facebook or other social media platforms. The vast majority prefer to keep their bank accounts with a licensed Swiss bank. However, while several respondents are concerned about the potential misuse of their data, they are using many services of other providers since they are far more innovative and cost-effective. This, in turn, is why the online bank Revolut is also popular in Switzerland.

Findings of the primary research also indicate that it is important to highlight the change in customers' positive views and attitudes towards the use of social media if they were more secure, offered reduced fees or a better customer experience. This may relate to the fact that younger customers in Switzerland in particular are not satisfied with the online banking options offered by their house bank. The study demonstrated that respondents demand extended online banking services. Especially the desire for chat facilities was often expressed. The thesis presented evidence that FinTech companies are filling these gaps where banks may be less attractive or may not be offering the right products and services.

Nevertheless, especially in Switzerland's banking sector, the initiative to enter Web 2.0 must be supported by proof that customers are interested and demand interaction with banks via social media in order not to lose credibility. Findings of the primary research showed that Swiss customers are not yet interested and are critical towards the use of social media by banks. However, the changing habits of customers who demand new

channels for financial services may evolve with future generations and certain changes are already noticeable.

6 Conclusion and further Research

The aim of this chapter is to revisit the research question/sub-question to confirm key research findings. Therefore, the findings for the two research sub-questions (RQ1 + RQ2) are summarized in order to answer the research question (RQ3) in the second part of this chapter. These RQs were introduced at the start of this thesis in Chapter 1.

6.1 Summary of the findings

RQ1 (How do Social Media and FinTech shape financial services?)

Although the financial services sector has been an early adopter of new developments in information and communication technology, it has lagged behind other sectors in the use of social media and new technologies. However, if one considers Fintech's growth, the field is shifting rapidly. The changing habits of customers and the competitive playing field are forcing banks to urgently increase their focus on digitization. The FinTech scene has, despite being recently developed, evolved into a separate industry through the development of new technologies and their applications in this area, making the financial services sector more efficient. FinTech platforms are leading the way in developing new business models, by flexible, cost-efficient products and services, including the use of social media.

The results of the secondary research have clearly shown that FinTech innovations offer advantages to customers and the economy, which continue to be boosted by substantial investments. As a result, traditional banks are beginning to lose market share to new market entrants. Especially millennials and Gen Z are more detached from traditional banking. In addition to their being more tech-savvy, alternatives in banking appear to be more appealing, provided that flexibility, mobility and lower costs are provided.

Social media also plays a decisive role in this, as explained in more detail below.

RQ2 (*Particularly, what contribution have they already made and to what extent has co-operation within the banking sector been beneficial?*)

According to the findings, there are key areas where social media make a considerable contribution to the growth and success of financial services. A summary of the four major areas related to social media and FinTech innovations include the following topics as discovered by the primary research.

- For marketing purposes: Revolut, for example, has grown exponentially by using social media platforms as their core marketing channel
- For better customer services: for example, the launch of a new chatbot on Twitter by TD Ameritrade
- To share real-time information: for example, posts of market news and insights on Facebook or Twitter
- To create new business models: imaginBank, for example, has disrupted the traditional banking model by offering banking services through Facebook

Based on the answers to the above research sub-questions, the next part of this chapter deals with the answer to **RQ3 (*What are the implications and recommendations for Swiss banks that can be made based on the results?*)**.

6.2 Recommendations for Swiss Banks

The **third and main objective** of this study was to define the impact on and propose recommendations for Swiss banks. The previous chapter (5) presented an analysis of the results associated with the quantitative survey. This part therefore aims to focus on the implications based on the findings of the literature and the quantitative survey and offers recommendations for actions.

Ultimately, customers are the most important stakeholders for banks and a bank is a place where customers keep their identity and money safe (Danaïata, Margea, Kirakosyan, &

Negovan, 2014, pp. 147–174). Identity and payment fraud are still one of the largest problems on the Internet. Swiss banks must therefore maintain their reputation as an influential and competitive financial centre and pursue digitization in the interim to prevent loss of market share to non-banks.

Today, bank customers are already using numerous FinTech solutions, although some of them are not even aware of this. From the literature research and the survey, it can be concluded that there are differences in the use of these solutions between different generations. However, the strong desire for self-determination also in terms of their financials, transparency and the rapid implementation are properties that Gen Y and Z demand. Moreover, although Facebook and the larger tech players want to disrupt the way people make payments and transfer money, the Swiss population remains critical. As the survey has also shown, mobile services are predominantly used. Swiss banks should consider these findings and position themselves more online without reducing consumer confidence. The Swiss population still trust their house bank more than they trust FinTech start-ups. Therefore, it is vital to use this advantage and to interactively gather more information about the needs of the increasingly mobile and digitally communicating customers. It is important that banks change the way they interact with their customers and focus on relationships and communication through state-of-the-art online communication channels (Kirakosyan, 2014, pp. 212-219). Banks are therefore advised to expand their digital presence to meet customer expectations and to carefully consider where they can reduce personal contact when needed, as many customers no longer see the benefit of physical meetings due to increasing digital communication between financial institutions and customers, as confirmed by the survey. In particular, the following recommendations are made:

- Extend e-banking services with chat facilities
- Provide secure and real-time platforms to build a better customer experience
- Invest in technologies and automation to reduce customer fees

In conclusion, the patterns discovered from the primary research of this thesis are sufficient evidence for Swiss banks to pay more attention to their customers' needs and better satisfy their requirements.

6.3 Research Limitations and Future Studies

The results of the secondary research were very limited with regard to the social media activities of Swiss banks.

Regarding the primary research, the research results have provided some insights into the thinking patterns of the millennials and Gen Z related to social media usage in Swiss banking. At the commencement of the research, the expectation was that participation in the survey would be substantially higher. However, only 114 responses could be obtained after follow-ups. Based on the answers received, therefore, the results cannot be assumed to be representative of the entire population in the German-speaking part of Switzerland.

The questionnaire was deliberately designed to be easy to understand for all participants. However, it would have been interesting to include more questions, but that would have gone beyond the scope of this work. This was recognized during the test run and the survey was shortened accordingly. Nevertheless, with regard to the final questionnaire, some participants provided feedback that they felt the questionnaire was too long and therefore did not answer some questions or cancelled the survey completely. Furthermore, it must also be taken into account that individuals interpret the term social media differently and sometimes only project it onto known platforms or a specific one, which can lead to misinterpretation of the questions.

In addition, the approach of the research method created limitations as the quantitative methodology was the only method used throughout the study. For future studies, researchers should use a mixed methodology approach to address the use of social media in Swiss banks. As explained by Teddie and Tashakkori, this method is a combination of theoretical perspectives realized by analysing answers from a larger sample of participants and analysing relevant data from a smaller theoretical sample to provide a complete understanding of the underlying research question (2011, pp. 285-288). It would therefore be useful to use a mixed method approach with individuals and banks in order to obtain deeper insights from customers and from the perspective of companies.

The time pressure of this Bachelor thesis played also an important role. To understand the technical characteristics of the platforms and their expected benefits, each of the selected social media platforms and online service providers need to be researched in

depth, rather than just providing an overview of the platforms. Future studies could therefore focus specifically on the benefits of the social media presence of Swiss banks and draw comparisons with FinTech companies at a national level or even go beyond that and compare them at an international level.

Finally, the subject of this study was very broad. The fusion of social media and Fintech was examined and customer behaviour in Switzerland towards these innovations was analysed. In reality, however, there are numerous types of technologies that can lead to different results. This was also observed during the survey, particularly when a difference in behaviour emerged depending on the platform or technology (e.g. Facebook or mobile banking).

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8 Appendix

8.1 Data Collection

Bank	Facebook Page	Number of Likes (as per 10 March 2019)
UBS Group AG	https://www.facebook.com/ubsschweiz/	171'285
Credit Suisse AG	https://www.facebook.com/creditsuisse/	122'667
Raiffeisen Schweiz Genossenschaft	https://www.facebook.com/RaiffeisenSchweiz/	39'095
Zürcher Kantonalbank	https://www.facebook.com/zkb.ch/	12'982
Postfinance AG	https://www.facebook.com/postfinance/	34'478
Julius Bär & Co. AG	https://www.facebook.com/bankjuliusbaer/	3'955
Banque Cantonale Vaudoise	https://www.facebook.com/bcv/	8'157
Migros Bank AG	https://www.facebook.com/migrosbank/	6'549
Basler Kantonalbank	https://www.facebook.com/BaslerKantonalbank/	3'542
Banque Pictet & Cie SA	https://www.facebook.com/pictetgroup/	378

Table 3: Facebook Pages of Swiss Banks - own visualization

Bank	Twitter Page	Number of Followers (as per 10 March 2019)
UBS Group AG	https://twitter.com/UBS	409'000
Credit Suisse AG	https://twitter.com/CreditSuisse	329'000
Raiffeisen Schweiz Genossenschaft	https://twitter.com/Raiffeisen_CH	6'959
Zürcher Kantonalbank	https://twitter.com/zkb_ch	5'308
Postfinance AG	https://twitter.com/PostFinance	9'475
Julius Bär & Co. AG	https://twitter.com/juliusbaer	3'253
Banque Cantonale Vaudoise	https://twitter.com/BCV	3'147
Migros Bank AG	https://twitter.com/migrosbank	913
Basler Kantonalbank	https://twitter.com/BaslerKB	1'443
Banque Pictet & Cie SA	https://twitter.com/PictetGroup	6'400

Table 4: *Twitter Pages of Swiss Banks - own visualization*

8.2 Original Questionnaire

This appendix shows how the questionnaires of the survey were presented to the participants in a typical web browser. The drop-down fields cannot be viewed in this appendix.

The Technology Driving Fusion of Social Media and Fintech in the Financial Service Industry

Welcome!



Thank you for agreeing to take part in this important survey about Social Media in the financial service industry. This survey is carried out as part of a Bachelor's thesis and the data collected will not be used for any other purpose.

The aim for this survey is to gain your thoughts and opinions in order to understand the need for change in the presence and use of social media in traditional Swiss banks.

This survey should only take 10-15 minutes to complete.

Your responses are voluntary and will be confidential. Responses will not be identified by individual. All responses will be compiled together and analyzed as a group.

If you have any questions about the survey, please email me: valeria.yacoubian@hotmail.com

I really appreciate your input!

Thank you in advance and best regards,
Valeria

Demographic Questions**What is your age? ***

- ☐ under 18 years
- ☐ 18 - 24 years
- ☐ 25 - 34 years
- ☐ 35 - 44 years
- ☐ 45 or older

What is your gender? *

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

What is the highest level of school you have completed or the highest degree you have received? *

- ☐ compulsory school years
- ☐ upper secondary level
- ☐ vocational matriculation qualification (BM), intermediate vocational school certificate (FMS), diploma from an intermediate diploma school (DMS) or an intermediate business school (HMS)
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Doctorate
- ☐ Other (please specify)

What is your current employment status? *


- ☐ Full-time employment
- ☐ Part-time employment
- ☐ Unemployment
- ☐ Self-employed
- ☐ Student
- ☐ Military

What is your total annual income? *

less than CHF 50'000 

Questions related to Social Media

How many social media sites do you have accounts with? *

Please choose... 

Which social media platforms do you use most of all? *

Please choose two.

- ☐ Facebook
- ☐ Instagram
- ☐ Twitter
- ☐ LinkedIn
- ☐ Whatsapp
- ☐ Other (please specify)

How much time do you spend on social media per day?

- ☐ less than 30 minutes
- ☐ 30 - 60 minutes
- ☐ 1 - 2 hours
- ☐ 2 - 3 hours
- ☐ 3+ hours

Is the time you spend on social media for personal or business use? *

- ☐ Personal
- ☐ Business
- ☐ Mixture of both

If you ticked the box at "business" or "mixture of both" in the previous question, please answer to the following one.

How have you used social media for business-related purposes in the past?

The question may also answered in German.

What is the main reason why you use social media? *

- ☐ To connect and keep in touch with friends and family
- ☐ To make professional and business contacts
- ☐ To find the latest news
- ☐ To purchase or sell
- ☐ To share videos and photos
- ☐ Other (please specify)

Do you trust social media platforms when it comes to your personal data? *

- ☐ Absolutely
- ☐ Unsure
- ☐ Not at all (please specify why)

Questions related to Banking

How often do you visit the branch of your bank? *

Please choose...

What advantage do you have when you visit a branch? *

Please choose...

Which of the following devices do you regularly use for online banking? *

Please select all that apply.

- ☐ Smartphone
- ☐ Tablet
- ☐ Desktop/laptop computer
- ☐ I do not use any online banking services

Should banks in Switzerland use social media to provide customer service? *

The question may also be answered in German.

How would you first react if your bank advisor contacts you on Facebook? *

very negative very positive

Which of the following functionalities would you use through social media? *

	Extremely likely	Very likely	neutral	Not so likely	Not at all likely
To gather market information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To gather account information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To update personal information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To make payment transactions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To live interact with bank employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To submit service request	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How would you rate the quality and innovation of the products and services offered by your bank? *

- ☐ Excellent
- ☐ Above average
- ☐ Average
- ☐ Below average
- ☐ Poor

In your own words, what are the things you would most like to improve on your bank's products and services? *

The question may also be answered in German.

Personally, what do you think are the positives and negatives of social media usage through banks? *

The question may also be answered in German.

Do you believe that human contact is important for the banking relationship? *

- ☐ Absolutely
- ☐ Unsure
- ☐ Not at all (please specify why)

How do you think banks can improve their relationship with customers through the use of the Social Media? *

You may choose more than one option.

- ☐ Monitoring social media usage to ascertain which features are popular and liked
- ☐ Better communication through chats
- ☐ Building more intimate relationships
- ☐ Others

Do you trust banks that only operate online? *

- ☐ Absolutely
- ☐ Unsure
- ☐ Not at all (please specify why)

Do you already use online banking or online trading platforms? If so, from which provider? (eg. Swissquote, TD Ameritrade, Revolut) *

- ☐ No
- ☐ Yes, provider:

What would encourage you to use social media platforms to interact with your bank? *

- ☐ Discounted fees
- ☐ Higher security
- ☐ Free transactions
- ☐ Customer experience
- ☐ Clearer services
- ☐ Nothing
- ☐ Others:

Imagine being able to transfer money securely and conveniently from your bank account to a Facebook Wallet (and vice versa) and make payments on websites and receive money from other sources with this Facebook Wallet.

Would you use this type of service? Please specify your answer. *

The question may also be answered in German.

Would you rather use such a service if identification were more secure? For example through biometrics (fingerprints or face recognition)? *

The question may also be answered in German.

Since Generation Z (born after 1995) accounts for a quarter to a third of the population in many markets, their attitudes and preferences are very influential. Banks must therefore pay attention to the needs and expectations of Gen Zers as their influence is likely to increase in the future.

How do you think banks can attract this generation? *

The question may also be answered in German.

You have completed the survey. Thank you very much for your participation.

You can now close the window.

8.2.1 Evaluation of the Survey

The Technology Driving Fusion of Social Media and Fintech in the Financial Service Industry

1. What is your age? *

Anzahl Teilnehmer: 109

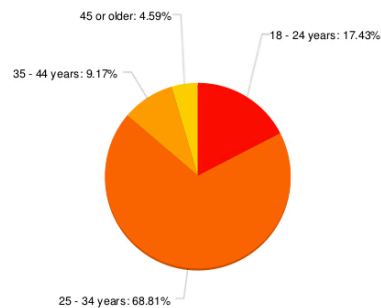
- (0.0%): under 18 years

19 (17.4%): 18 - 24 years

75 (68.8%): 25 - 34 years

10 (9.2%): 35 - 44 years

5 (4.6%): 45 or older



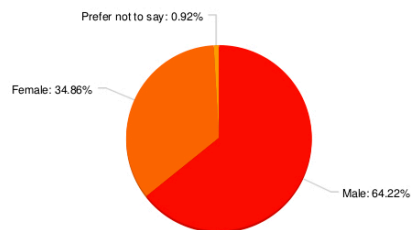
2. What is your gender? *

Anzahl Teilnehmer: 109

70 (64.2%): Male

38 (34.9%): Female

1 (0.9%): Prefer not to say



3. What is the highest level of school you have completed or the highest degree you have received? *

Anzahl Teilnehmer: 109

2 (1.8%): compulsory school years

21 (19.3%): upper secondary level

29 (26.6%): vocational matriculation qualification (BM), intermediate vocational school certificate (FMS), diploma from an intermediate diploma school (DMS) or an intermediate business school (HMS)

37 (33.9%): Bachelor's degree

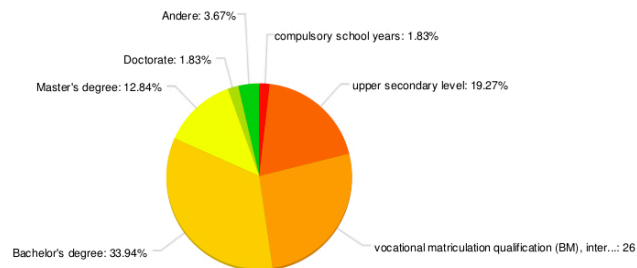
14 (12.8%): Master's degree

2 (1.8%): Doctorate

4 (3.7%): Andere

Antwort(en) aus dem Zusatzfeld:

- Honours Degree
- HF
- Handelsschule
- Apprentice



4. What is your current employment status? *

Anzahl Teilnehmer: 109

68 (62.4%): Full-time employment

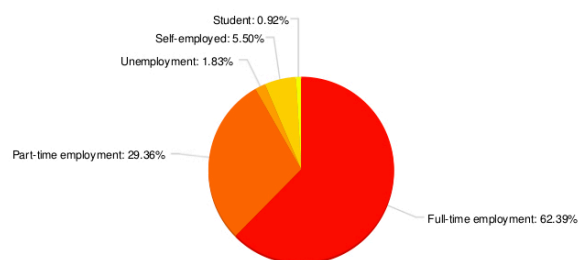
32 (29.4%): Part-time employment

2 (1.8%): Unemployment

6 (5.5%): Self-employed

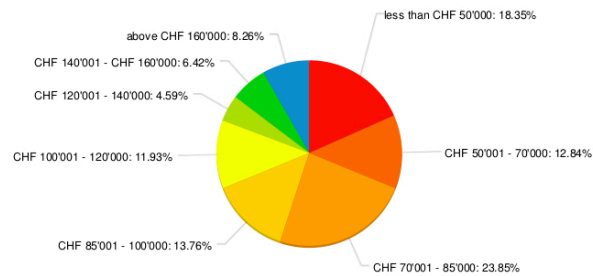
1 (0.9%): Student

- (0.0%): Military



5. What is your total annual income? *

Anzahl Teilnehmer: 109

20 (18.3%): less than CHF
50'00014 (12.8%): CHF 50'001 -
70'00026 (23.9%): CHF 70'001 -
85'00015 (13.8%): CHF 85'001 -
100'00013 (11.9%): CHF 100'001 -
120'0005 (4.6%): CHF 120'001 -
140'0007 (6.4%): CHF 140'001 - CHF
160'0009 (8.3%): above CHF
160'000

6. How many social media sites do you have accounts with? *

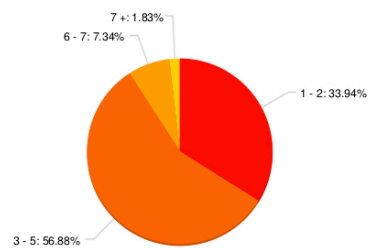
Anzahl Teilnehmer: 109

37 (33.9%): 1 - 2

62 (56.9%): 3 - 5

8 (7.3%): 6 - 7

2 (1.8%): 7 +



7. Which social media platforms do you use most of all? *

Anzahl Teilnehmer: 109

43 (39.4%): Facebook

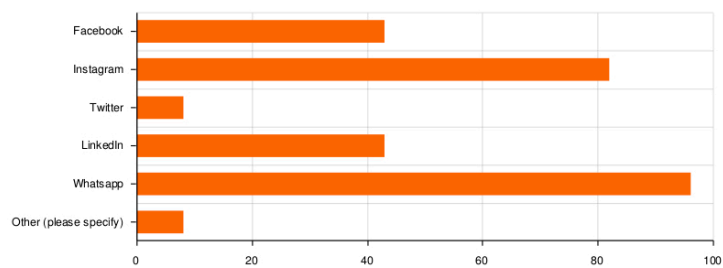
82 (75.2%): Instagram

8 (7.3%): Twitter

43 (39.4%): LinkedIn

96 (88.1%): Whatsapp

8 (7.3%): Other (please specify)



8. How much time do you spend on social media per day?

Anzahl Teilnehmer: 108

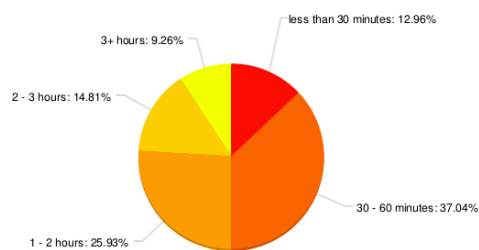
14 (13.0%): less than 30 minutes

40 (37.0%): 30 - 60 minutes

28 (25.9%): 1 - 2 hours

16 (14.8%): 2 - 3 hours

10 (9.3%): 3+ hours



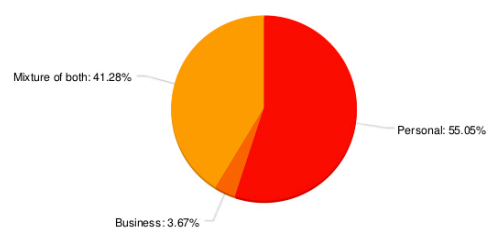
9. Is the time you spend on social media for personal or business use? *

Anzahl Teilnehmer: 109

60 (55.0%): Personal

4 (3.7%): Business

45 (41.3%): Mixture of both



10. If you ticked the box at "business" or "mixture of both" in the previous question, please answer to the following one.

How have you used social media for business-related purposes in the past?

Anzahl Teilnehmer: 44

👁 Alle 9 vorangegangenen Antworten anzeigen

- snapchat
- I mostly used it for personal reasons but I also have LinkedIn for business
- Advertising
- Jobsuche (LinkedIn), Instagram und Facebook um Firmen zu screenen (Kultur, Image usw)
- Not really and if only for very small requests
- survey for my masterthesis
- job search
- Networking
- To promote
- contact to other colleagues out of office
- Keeping in touch with business related friends and getting job offers
- Für Kontakte /Geschäftspartner
- Yes I did, especially on LinkedIn.
- communication to teammembers in urgent cases, although i dont see whatsapp as a real social media platform but more as an alternative to sms
- Networking
- we are using LinkedIn as part of marketing campaigns to promote them but also as a channel to simply stay in touch with our costumers.
- There's a strong focus on this platform as we plan to level-up by setting up (paid content) LinkedIn campaigns in the future.
- LinkedIn: sharing of company news, recruitment, identification of business opportunities
- Yes, to find some job opportunities
- Networking
- Connecting people and business
- Akquisition
- Marketing
- Yes, LinkedIn for job searching
- Job ads & networking
- Job offerings
- communicating with other business partners, networking, exchange of ideas
- Die Social Media Seiten wurden in erster Linie für Recherchen über Kunden im Zusammenhang mit KYC benutzt.
- Jobsuche, Neuigkeiten zu den aktuellen Themen in der Branche
- Job search, also to keep in touch with former co-workers
- I looked for interesting business contacts in LinkedIn
- for some connections
- To get in touch with new people from a familiar business.
- recruiting
- posting of content
- marketing of events
- Netzwerkpflege und Netzwerkerweiterung
- Informationsquelle
- Yes
- I was looking for a new job, and linkedin was an easy way to get in contact with specific recruiter.
- Information gathering, following experts in the business (e.g. Twitter is very fast)
- New ideas get presented.
- sdf
- To find a new job.

11. What is the main reason why you use social media? *

Anzahl Teilnehmer: 109

61 (56.0%): To connect and keep in touch with friends and family

11 (10.1%): To make professional and business contacts

12 (11.0%): To find the latest news

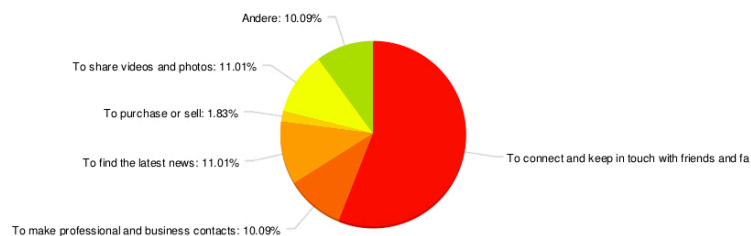
2 (1.8%): To purchase or sell

12 (11.0%): To share videos and photos

11 (10.1%): Andere

Antwort(en) aus dem Zusatzfeld:

- Amusement
- Its all in one. Stop trying to put it in boxes. We write 2019, its not about boxing it anymore ;6
- frauen treffen
- Boredom
- To relax and consume fun content
- For inspiration (fashion, make up..)
- entertainment while i take a shit
- equally distributed between staying in touch with friends and family, professional business contacts and latest news.
- because i'm bored.
- To kill time
- to see videos and photos



12. Do you trust social media platforms when it comes to your personal data? *

Anzahl Teilnehmer: 109

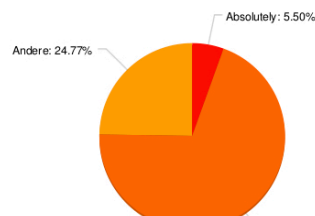
6 (5.5%): Absolutely

76 (69.7%): Unsure

27 (24.8%): Andere

Antwort(en) aus dem Zusatzfeld:

- because of haking problems!



- because we are no experts when it comes to personal data privacy, but i also dont care.
- It's not unknown that the data is sold
- No trust.
- Lack of security, data centralized by big organisations
- Its used and resold for advert and other gov requests, then again it was like this before with newspapers, house phone numbers etc.
- Everything is used
- alles verbrecher
- I dont trust them - they are leaking our data for business purposes without informing the client. I dont trust them at all. Thats why i've deleted all social media accounts and only use social media if I am looking for anything specific.
- Not really and I'm cautious (see recent news Facebook, etc.)
- The reason social media exists and continues to exist for free is and will always be due to the user data they are able to sell to publishers such as myself in the form of advertising.
- Kapitalismus
- Why should I? There have been enough incidences that showed by example the shortcomings of social media in terms of privacy and data
- because they use our data to creat special and personal ads for the consumer
- Too much scandals lately (espacially facebook)
- Based on the incident with Facebook; I think personal data are shared with thirth parties.
- yes. except for confidential figures I dont want to share with the world
- Everything is about Money and bussine. At least I think in every company it's just the question about the price..
- they listen to everything what you say 24/7h
- Big Data ist ein riesen Thema und heutzutage werden die Umsätze von Social Media Seiten über den Verkauf von

 Unsure: 69.72%

Benutzerdaten gemacht.
Deshalb gebe ich bei
solchen Seiten so wenige
Details über mich an wie es
geht.
- Pretty certain they share
them, don't really care
though..
- I prefer not to give to
much information about
myself which shouldn't be
known from anybody else..
Or are to private for me
- I'm working in the security
field..
- Too many information is
stored often unsecure.
- past data scandals mainly
with Facebook
- alles kann gehackt
werden
- selling my datas for sure

13. How often do you visit the branch of your bank? *

Anzahl Teilnehmer: 85

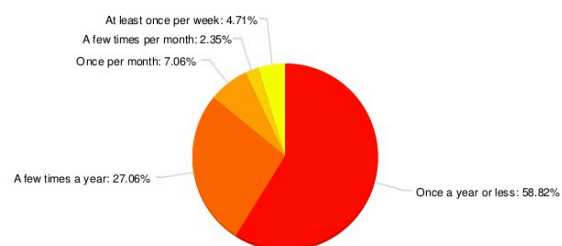
50 (58.8%): Once a year or
less

23 (27.1%): A few times a
year

6 (7.1%): Once per month

2 (2.4%): A few times per
month

4 (4.7%): At least once per
week



14. What advantage do you have when you visit a branch? *

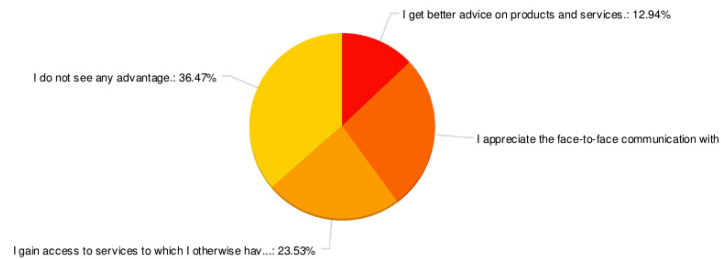
Anzahl Teilnehmer: 85

11 (12.9%): I get better
advice on products and
services.

23 (27.1%): I appreciate the
face-to-face
communication with my
advisor.

20 (23.5%): I gain access to
services to which I
otherwise have no access.

31 (36.5%): I do not see any
advantage.



15. Which of the following devices do you regularly use for online banking? *

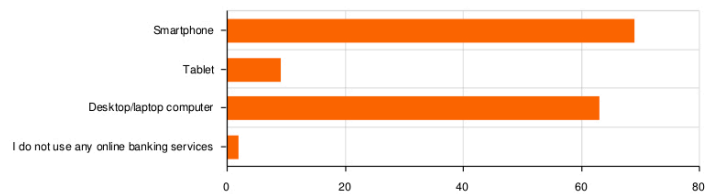
Anzahl Teilnehmer: 85

69 (81.2%): Smartphone

9 (10.6%): Tablet

63 (74.1%): Desktop/laptop
computer

2 (2.4%): I do not use any
online banking services



16. Should banks in Switzerland use social media to provide customer service? *

Anzahl Teilnehmer: 84

👁 Alle 49 vorangegangenen Antworten anzeigen

- No
- Yes combined with personal advice
- no i dont think its necessary, but it might be good to promote additional services
- I am in different
- No, because these channels are not secure enough for confidential conversations.
- I am not aware of banking system in Switzerland
- No
- Not really
- Nope. No need for that. Bitcoin will exchange the banks sooner or later anyways.
- Clients would appreciate it. Yes.
- Yes I think they should in order to address the younger generation and let the banking sector appear more attractive
- Yes - this is a useful tool to communicate and market new products and services
- Ich denke bei den Schweizer Bankkunden würde diese Idee nicht gut ankommen. Die Schweizer sind sehr auf Ihre Privatsphäre bedacht und würden es m.E. nicht schätzen wenn über Facebook und Co. Bankgeschäft etc. besprochen werden würden.
- For general questions, yes.
- No, not when it comes to customer service. Business wise, I think of social media more as an advertising platform than anything else.
- Unsure. I think it depends on the service. Maybe simple FAQ stuff with a chatbot is ok. But I would not prefer to get any personal information trough the internet on social media. lack of security etc.
- Da man hier bestimmt auch private Daten freigeben muss, um irgendeinen Kundendienst zu bekommen: Nein. Ich nehme an, Kunden müssen explizit zustimmen, wenn sie sowas in Anspruch nehmen wollen.
- n/a
- For customer service no but I think from the marketing perspective it isn't bad at all
- Not necessary
- might be tricky given confidentiality and security reasons
- No, we(People in Switzerland) benefit from customized tailor-made products. For general information there can be used social media, but I don't think it's good for customer service
- Ja, da es zeitsparend ist und von überall aus genutzt werden kann.
- would be not interested
- I'm thinking more at digital service rather than social media platforms.
- yes, if the channel is secure
- I am unsure how people relate banking and social media regardind data security. For me i try not to share too personal information on social media. Banks in social media would be very comfortable though to communicate
- Ja absolut, der Trend geht ganz klar in diese Richtung.
- no - email, phone or postal contact should are sufficient ways
- Yes
- In my opinion social media is the wrong way to provide any customer service.
Social media will or already has an important role in online marketing but providing any service through an social media channel would not fit my expectation of a bank. The only way i think a bank should contact their client through social media is to inform in general about the latest market news etc.
- of course. stupid if they wouldn't.
- no, I prefer the banking chanel direktly (online banking) defenately not via social media
- No
- Chatbots to find out where you have to search for the information you seek.
Not proper customer service though, which in my opinion should come from a person.

17. How would you first react if your bank advisor contacts you on Facebook? *

Anzahl Teilnehmer: 85

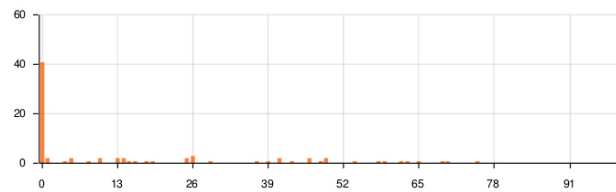
0 = very negative

100 = very positive

Arithmetisches Mittel: 19.26

Mittlere absolute Abweichung: 21.92

Standardabweichung: 27.02



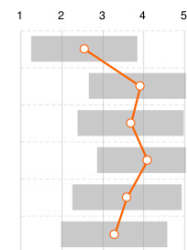
18. Which of the following functionalities would you use through social media? *

Anzahl Teilnehmer: 85

	Extremely likely (1)		Very likely (2)		neutral (3)		Not so likely (4)		Not at all likely (5)			
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%	Ø	±
To gather market inform...	20x	23.53	27x	31.76	19x	22.35	9x	10.59	10x	11.76	2.55	1.29
To gather account inform.	5x	5.88	8x	9.41	15x	17.65	19x	22.35	38x	44.71	3.91	1.24
To update personal infor...	6x	7.06	12x	14.12	16x	18.82	20x	23.53	31x	36.47	3.68	1.29
To make payment transa...	4x	4.71	9x	10.59	10x	11.76	14x	16.47	48x	56.47	4.09	1.24
To live interact with ban...	7x	8.24	13x	15.29	19x	22.35	15x	17.65	31x	36.47	3.59	1.34
To submit service reque...	6x	7.06	22x	25.88	20x	23.53	16x	18.82	21x	24.71	3.28	1.29

Arithmetisches Mittel (Ø)

Standardabweichung (±)



19. How would you rate the quality and innovation of the products and services offered by your bank? *

Anzahl Teilnehmer: 85

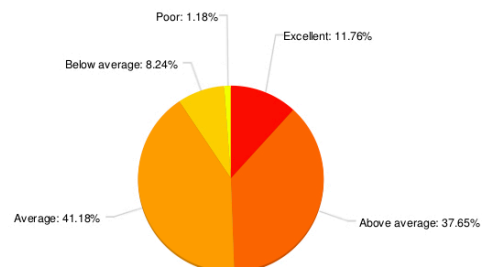
10 (11.8%): Excellent

32 (37.6%): Above average

35 (41.2%): Average

7 (8.2%): Below average

1 (1.2%): Poor



20. In your own words, what are the things you would most like to improve on your bank's products and services? *

Anzahl Teilnehmer: 84

👁 Alle 49 vorangegangenen Antworten anzeigen

- Self-services (modifying personal data, open an new (joint)-account, ...)
- None UBS is leading in these topics
- price of the services (too high)
- More transparent/ easy to understand description of services
- Support for Apple Pay
- That the services that they provide online would not be so complicated. As far as wiring money and etc
- Adjustments via mobile phone (e.g. card adaptations, such as geoblocking, limit etc)
- I'm satisfied
- The middleman.
Why would someone need to accept and decline a bank account transaction? If you want to transfer money to another account, there is no need for somebody to approve or decline this action. Bitcoin will take over.
- The channels on how clients can get in touch with the bank and several banking services
- Make it more transparent what we are paying for. More discounts via collecting points
- improve the interaction with clients, prospects and network through social media channels
- Es läuft oftmals darauf hinaus das ein Kunde ein Dienstleistungspaket abschliessen muss wobei auch Dienstleistungen enthalten sind welche der Kunde nicht benötigt. Demnach denke ich das diese Vorgehensweise dadurch optimiert werden könnte, wenn solche vom Kundem selbst zusammengestellt werden könnten mit einem Basic Package und den zusätzlich verfügbaren Dienstleistungen.
- More flexibility
- We already are a very personal bank providing excellent customer service in my opinion. I think we should concentrate on automation and our online appearance. On one hand in terms of online banking which is indeed a service provided, but not convinient at all. On the other hand we could make more usage out of social media platform in order reach out to more people. (not sure whether our target customers mainly use those however)
- I'm very satisfied with my bank services.
- Nix, da ich eine Bank nur brauche, um mein Geld zu lagern.
- n/a
- a better e-banking and payment app
- Nothing
- e-banking
- To be more competitive and take more risk for onboarding clients
- Mehr/Aktiveren Advice vom Kundenberater
- im fine
- Really dont have any idea at this given moment.
- more automated services (i.e. less interfaces)
individualized investment advice
- Would try to use the available information about clients in the www and offer customized solutions or individual services for that one client. Being more proactive
- Informationsaustausch via Smartphon möglich, analog Alibaba, wenn man was sucht auf der Homepage dass gleich jemand aktiv fragt wie er weiterhelfen kann.
Produkteröffnung gleich selber erledigen.
- I am happy if I have little interaction with the bank. As long as I have my online banking accessible (through phone app and computer) and all communication is online and not through post I am satisfied.
- I am happy with all services
- more flexible products and faster responds if I have a question.
- I want an easy e-Banking, at least. Best with chat functionality, and video optionality. so i don't have to go to the bank myself. all digital.
- stopping call centers abroad or waiting to long and having unprofessional staff when I have questions regarding products (Credit Cards, online Banking
- Nothing to add at the moment
- Mobile App should have similar or the same functions as the desktop version. More possibilities to open and close products and services online on myself.

21. Personally, what do you think are the positives and negatives of social media usage through banks? *

Anzahl Teilnehmer: 84

- can't say
- Data protection -
 - + reach relationship manager and submit requests
- it could get more personal, but i don't think that the usage of social media would bring something positive. Especially not in Switzerland where people are very secretive about their financial data.
- Only negative aspects to be honest.
- To know the gap between private and business
- Social media has nothing to do with banking for me
- Positives:
 - quick service
- Negatives:
 - too many regulations from the banking side.
 - I don't see any other benefit than the one for the bank (revenue) and for the SoMe platform which knows exactly what i want and what I'm interested in.
 - Danke nichts
 - they should only connect and inform through it. All the rest must be on a separate App to keep the security and guarantee.
 - + Better/faster Communication
 - Data issues
 - alles dreckschweine
 - - data leakage
 - everyone knows where you have your account
 - what about the Bankkundsgeheimnis?
 - Only Marketing might be positive
 - Lack of privacy. I don't know that social media sites are private enough for bank related information.
 - Data into consumers financial status maybe a good thing and a bad thing depending on who you are. As a publisher it would be great as a consumer it wouldn't be.
 - sehe überhaupt keinen positiven Aspekt dahinter aus Kundensicht, aus der Sicht der Banken gibt es sicher zahlreiche
 - Vertrauensverlust, korrekte Kommunikation
 - Security + data concerns
 - Where do you draw the line? How much needs my bank to know about my social media activities and vice versa? Don't see it as necessary and therefore would try to avoid using it.
 - ...
 - positive: reach more potential clients
 - negative: data security, not always appropriate for the image of a bank e.g. more suitable for ZKB than for Private banks
 - Negative: sensitive data, other channels
 - Positive: -
 - -
 - Not so serious and safe
 - Negative: data protection, confidentiality
 - Positiv: easy to reach out to existing/new costumers
 - Privacy. Banks shouldn't know everything about their costumers.
 - i don't care about social media
 - The negatives would be the security issues, positives would be the easy and constant access.
 - Negative: Security
 - Positive: Clients are used to social media - so perhaps they feel comfortable
 - Eine Bank hat auf den sozialen Medien nichts zu tun. Punkt.
 - Schwierig für mich zu beantworten will ich so gut wie kein social media nutzen.
 - Ich finde es generell schlecht wenn einfach garnur mehr persönlich kommunizieren cha.me redet einmal mehr miteinander. der persönliche Kontakt würde verloren gehen. das ist sicher mal negativ
 - it makes them seem unprofessional. however a younger audience might be attracted.

- Better connection to the clients.

- Very risky considering your financial and personal data can be leaked.

- Don't know what this.

- Positiv

- a possibility to reach/acquire many people

Negativ

- impersonal

- positive: promotion/ advertisement and informations about upcoming events

negative: sensitive data of clients

- Es ist eben social media. Meine Bank soll nicht auf den ÖFFENTLICHEN Plattformen sein.

- Positive is go keep up with the technological and innovative progress.

Negativ the use of personal data.

- Positive:

i don't see any positive Advantage

Negative:

i would not like to connect my social media to my Banking account, due to data protection concerns.

- I think that it is not an easy job for a social media manager as the business is very sensible and has to be handled carefully.

but it's also a chance, as I already wrote, to get in touch with your costumers in a not only business related way. Surely a big chance especially for banks as their website and channels are usually visited to gain information about their products only.

SoMe gives the chance to talk to your costumers when they are where they would be anyways. I think it could dismantle communication hurdles.

- Security of my data and money..

- - -

- + reach a broader target

- can also be the opposite if you post about topics, some groups of people don't like.. for example political topics. Or if you constantly talk about the same topic such as gender equality. (see linked it of UBS. 20 of the last 25 postings are about gender equality/female exposure)

- Get in touch with Generation y

Can make a lot of mistakes and damage the reputation with wrong approaches

- In der Schweiz zu gefährlich wegen dem Bankkundengeheimnis

- -

- Positive:

- Reach clients that otherwise do not care too much about financials

Negative:

- All social media platforms are US-American and for me personally not trustworthy for sensitive business such as financials

- Don't know what they already do on Facebook.

- Positive: The channel(s) are already established

Negative: Banking is banking and not "social media"

- Safety and security of personal data and info

- unsecure but easy to handle

- ?

- Banks have a very high level of formality and confidentiality; neither of them fit into Social Media

- I would not trust using social media for bank transaction

- +easy-to-use

-data protection

- positive: the possibility to get in touch with clients

negative: it destroys the high quality image

- everything what appears on social media. Especially the „sponsored“ content always looks so freaking suspicious and sketchy.

- N/a

- Positive: attracting more/new consumers
- Negative: how to protect your personal data properly
- we are not allowed to interact through social media channels for business reasons
- Positiv: Es würde vermehrt auch die jüngere Generation angesprochen werden.

- Negativ: Die Sicherheit und der Datenschutz ist m.E. nicht vollumfänglich gegeben.
- Pro: new clientbase, easier communication
- Con: reputation, losing clients due to lack of seriousness.
- + more reachability

- less security
- less personal
- -
- Die Firmen müssen wissen, wie man Social Media auf angemessene Weise nutzt. Bin kein Fan von "Werbung" auf diesen ganzen Seiten.
- + Kundennähe
- Seriosität
- the image would decrease immediately if an employee of the bank would use social media to get in touch with his clients.
- People are lazy so it is more convenient to use an app. On the other hand, most banking apps lack security, e.g. store personal data unsecured in a cloud account.
- banking secrecy would be an issue
- Positive:
- They are modern, maybe also interesting for young people
- Positiv: zeitsparend, günstig, einfach auf Reisen und für jüngere Leute
- Negativ: fehlender Sicherheitsaspekt, Ausschluss von Kunden ohne SM Account
- too much information on social media
- Pro: exchange of information will be very fast

- Con: it will narrow the privacy if it's over a social media platform.
- pros: more customized, faster reaction to clients' requests
- cons: security concerns, touch of not being so professional
- Able to reach a lot of people, however who may be also not your target group
- More exposed to risks
- Positiv, es braucht keine riesigen Werbekampagnen, Kurzvideo, kleine Texte, Aufwand in Kosten ist günstiger für die Unternehmung.
- Plus: bank and its products might be easier accessible for clients; improved marketing; more visibility;

- Minus: security concerns i.e. data transfer and social media platforms might use data for targeted marketing
- It will be mixed personal and business
- The biggest problem is that the data security is not guaranteed. Furthermore contacting my bank through their page (like people do on the SWISS, Swisscom, Sunrise etc. page) could be against Banking Act Article 47.

- But you would have many advantages as you would get information etc. much faster.
- Positive: More interaction possible. more happy clients. more income - because client is happy.
- Negative: Change of Culture at banks. Very hard and costly.
- I don't see added value, if they do, as I think I will get spammed with advertising
- I use social media for entertainment purposes. If a bank can provide that - that's good. Other than that, I'm not interested
- They should promote events and products, but should not engage with customers of the bank on social media.

22. Do you believe that human contact is important for the banking relationship? *

Anzahl Teilnehmer: 85

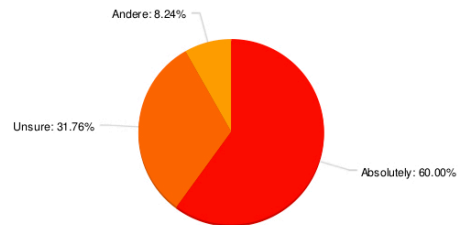
51 (60.0%): Absolutely

27 (31.8%): Unsure

7 (8.2%): Andere

Antwort(en) aus dem
Zusatzfeld:

- machen blos nett und sind verbrecher
- It's faster to do everything online.
- The world is changing and therefor the need for physical interaction is a waste of time
- ohnehin das meiste digitalisiert, Gang d Dinge (Technik u.Ä)
- just in the first steps when doing money investements
- If the products, services and actual procedures are explained and applied accordingly, personal contact is not a must.
- Depends of the matter.
- depends. if the slackbot is fit enough to execute my requests, human contact may be redundant.



23. How do you think banks can improve their relationship with customers through the use of the Social Media? *

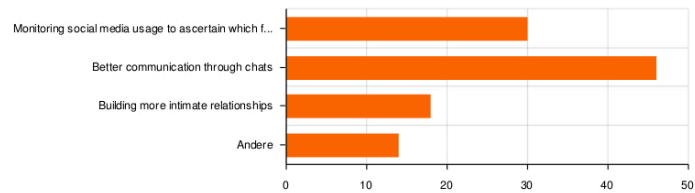
Anzahl Teilnehmer: 85

30 (35.3%): Monitoring
social media usage to ascertain which features
are popular and liked

46 (54.1%): Better
communication through
chats

18 (21.2%): Building more
intimate relationships

14 (16.5%): Andere



Antwort(en) aus dem
Zusatzfeld:

- I dont
- einen kompletten
überwachen und dann über
den tisch ziehen
- only Marketing
- They can let them know
about services.
- ...
- -
- None
- organizing events and
parties
- -
- Don't do "Big Brother"
- Dont trust social media
- I think Bank can use social
media to make ad's for
them. the only way how it
could help
- Faster communication
through chats
- dont think so

24. Do you trust banks that only operate online? *

Anzahl Teilnehmer: 84

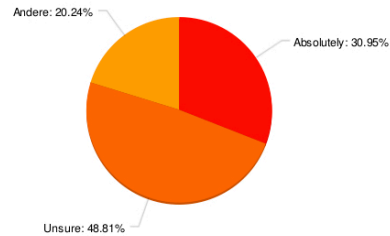
26 (31.0%): Absolutely

41 (48.8%): Unsure

17 (20.2%): Andere

Antwort(en) aus dem
Zusatzfeld:

- -
- gehören ins gefängnis
- Not really fan of this
- menschlich und sicher
- auch psychologisch
- begründbares Bedürfnis
- nach physischer
- Greifbarkeit
- wenn sie beweisen
- können, dass sie seriös
- sind ja; zb gütesiegel, gute
- PR usw
- yes if they are finma
- certified
- Data
- It's very unpersonal and
- you're not sure who's
- behind the service and
- transactions
- Unbelievable
- Zero
- What if there is a serious
- problem? All so new and
- unsure
- when it comes to the
- investment of finances, i
- think a personal aspect is
- an absolute must.
- There is no personal
- contact, or possibility to
- go
- persönlicher Kontakt ist
- wichtig für Vertrauen
- Es braucht immer
- Experten
- I have to see the bank
- thing is not to get in
- contact to them



25. Do you already use online banking or online trading platforms? If so, from which provider? (eg. Swissquote, TD Ameritrade, Revolut) *

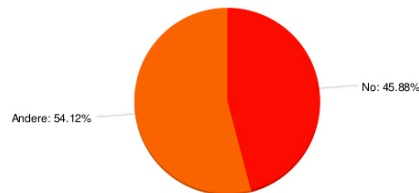
Anzahl Teilnehmer: 85

39 (45.9%): No

46 (54.1%): Andere

Antwort(en) aus dem
Zusatzfeld:

- UBS
- Swissquote
- Swissquote, Interactive Brokers, TD Ameritrade, Tasty Works, Revolut
- Swissquote
- UBS, Swissquote
- Swissquote, Plus500
- UBS, SQ, etc.
- Zürcher
- Swissquote
- Revolut
- revolut
- Swissquote
- Swissquote
- Revolut
- SHKB
- idk
- UBS e-banking
- Raiffeisen, Kantonalbanken, Swissquote
- Kantonalbank-app
- Swissquote
- International Bank
- Swissquote
- Revolut
- SHKB, UBS, Raiffeisen
- Swissquote and my house bank
- swissquote
- Seissquote
- UBS / Credit Suisse / PayPal
- revolut
- Revolut, Selma.io, VIAC, ZAK (Bank Cler), NEON - in order of preferences
- Online banking
- Swissquote
- UBS
- revolut
- Revolut
- Bank of America
- Revolut
- Revolut
- TKB
- Swissquote
- Raiffeisen
- UBS and SoBa online banking
- Online banking
- online banking yes: migros bank
- Credit Suisse
- Swissquote, Revolut



26. What would encourage you to use social media platforms to interact with your bank? *

Anzahl Teilnehmer: 85

24 (28.2%): Discounted fees

30 (35.3%): Higher security

17 (20.0%): Free transactions

25 (29.4%): Customer experience

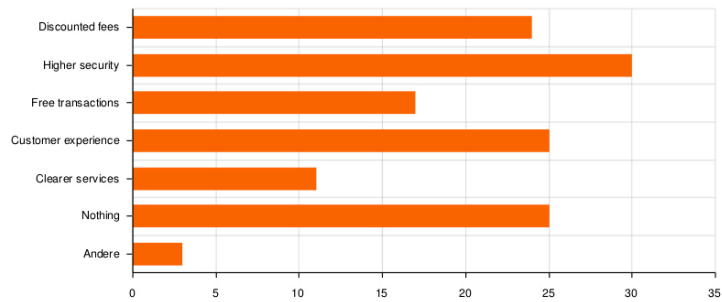
11 (12.9%): Clearer services

25 (29.4%): Nothing

3 (3.5%): Andere

Antwort(en) aus dem Zusatzfeld:

- I use e-Banking and find the platform of my banks very good, but I would not use social media platforms for banking
- trading platform
- Only for infos



27. Imagine being able to transfer money securely and conveniently from your bank account to a Facebook Wallet (and vice versa) and make payments on websites and receive money from other sources with this Facebook Wallet.

Would you use this type of service? Please specify your answer. *

Anzahl Teilnehmer: 82

👁 Alle 47 vorangegangenen Antworten anzeigen

- No, as long there are different possibilities I wouldn't.
- No, I don't see any need. Credit card payments are good enough for me.
- No i dont trust facebook
- no as i dont trust facebook (privacy issues) but apart from that i would do it
- No, no faith in facebook
- No, that's why I have a credit card or TWINT. This extra step to charge up another wallet is unnecessary.
- I guess no, since I am not a frequent Facebook user
- No, facebook for me is only not to loose contact to people i met.
- nope.
- No, I don't have any fb-account.
- Not really, as I cannot see the advantage. What would be the difference for example with apple pay, paypal etc? I wouldnt want to use too many things online. Should be one paying method you have an account with.
- I'm still very critical about the data security on Facebook and other social media channels. I'm therefore still a very passive user and use the current online banking services based on the banking platform and not through other service provider in which I still have doubts in terms of data security and personal data leaks.
- Nein, ich würde Facebook und auch keiner anderen Social Media Seite vertrauen und Geldgeschäfte zu tätigen.
- No, because i dont trust facebook when it comes to financial data.
- No. I've never required such a service.
- If the service provided is secure yes. Probably I would wait until some recommendations are available and check if its a service which I need.
- Noope. Am besten liest Du mal die News zu den FB Skandalen in den letzten Monaten :)
- Ja, klingt unkompliziert. Bin jedoch von der Sicherheit nicht ganz überzeugt.
- No never, because I think it is very insecure to receive money into your facebook account. This one is very easy to hack I assume.
- Not at all, Facebook sucks.
- no, not secure enough
- No, I would feel uncomfortable.
- Nein, da es mir zu unsicher wäre.
- I dont have a Facebook account.
Either I dislike the connection.
- Unsure yet
- at the moment no need for such service
- I think yes.
If it is easy to use and more convenient than usual transactions
- Nein
- I am using Twint which is very convenient - and if Facebook would offer a similar service I might consider it if I am assured that my data is not shared with a third party and that it is not used for marketing purposes (i.e. monitor my spending habit etc.)
- Yes i would
- No, for me social media has nothing to do with my relationship to my bank.
- I don't like Facebook and Mark Zuckerberg. Therefore - no trust.
- no, as facebook has bad reputation
- Yes. Probably way easier and possibly 24/7 access/execution, unlike conventional banking with Valutas
- I would not use it. I never did shopping through social media.

28. Would you rather use such a service if identification were more secure? For example through biometrics (fingerprints or face recognition)? *

Anzahl Teilnehmer: 82

 Alle 47 vorangegangenen Antworten anzeigen

- I don't think so.
- No.
- Yes
- yes
- maybe
- No, still adds extra unnecessary steps.
- I guess no
- no
- nope.
- Yes
- Yes
- Not yet
- Eher ja aber nicht vollumfänglich.
- Yes
- No.
- yes
- :D Meine Biometrischen Daten gehören mir!
- Ja
- Yes of course.
- If there is a need, most likely yes.
- maybe
- No, not really. I like to use credit cards or cash or at least my banks e-banking
- Vielleicht.
- Could be easier to control
- I would then take it into consideration.
- yes, but only if I knew the data is not shared with other channels
- I think no
- Via Face ID
- more secure in the sense that my data and transactions are not monitored and used (as described above), then yes.
- Yes
- No
- Face recognition and Passport. Like Revolut or Swissquote. Very convenient identification procedures.
- no,
- Sure, that would be a big +
- I do not want my payment details on social media and therefore would not use it.

29. Since Generation Z (born after 1995) accounts for a quarter to a third of the population in many markets, their attitudes and preferences are very influential. Banks must therefore pay attention to the needs and expectations of Gen Zers as their influence is likely to increase in the future.

How do you think banks can attract this generation? *

Anzahl Teilnehmer: 82

 Alle 47 vorangegangenen Antworten anzeigen

- Advertising on social media.
- Banking is banking. It must be cheap (holding the accounts, making payments, withdrawing money, getting customer

support world wide, ..)

Having the same offered products just via another channel is from my point of view no innovation. Technology/Social Media is not the answer to everything.

- Easy handable free of charge
- social media
- yes
- Modern and intuitive user interfaces maybe?
- Transactions, communication and adjustments of their accounts, cards etc must be possible via mobile phone.
- no idea
- once they support bitcoin.
- N/a
- Cool and innovative events to attract people.
- Attractive products
- Fast and easy online services
- Need to offer a service/platform for their needs.
- Following the Trends. Diese Generation ist zurzeit nicht auf den persönlichen Kontakt fixiert. Die Banken sollten demnach gute E-Banking Plattformen zur Verfügung stellen und die entsprechenden Dienstleistungen wie z.B. Maestro-Karten mit kostenlosen Bezügen, etc.
- More modern look, easier support.
- By operating online only and being transparent (in terms of fees for accounts and payments/withdrawals)
- Maybe through social media. see what they like and what kind of personal profile they have. online surveys, etc.
- Keine Ahnung aber mir graut davor, wie die Leute in Zukunft mit ihren privaten Daten und Social Media umgehen werden.
- Bonusprogrammen wie Keyclub oder Vergünstigungen bei diversen Läden/Restaurants.
- For the younger generation it would be better if we have a very easy payment system and maybe an attractive saving account.
- Put more services on-line.
- instagram and snapchat campaigns
- Giving more advice what investment means, and what kind of things you can do with your bank
- Mehr und vor allem spezifischere Werbung über SM inkl. Wettbewerbe/Gewinnspiele & Testimonials, welche die Generation Z kennt.
- marketing on events
- Don't know
- low cost, straight-through services
- access to events and special communities
- Also generation Z will be influenced by their parents. Starting at early stage to bind children to a bank
- Einfache Kommunikation, Aufträge etc. Alles über App lösbar machen.
- CH-Banken sind immer noch sehr kompliziert, Bsp. an ausländischen Banken nehmen z.B. Revolut
- Definitely with connecting with them through social media, since this generation is strongly active on social media. Not that I am in favor of this, but apart from social media banks might also approach schools, sports clubs, shops, cinemas and other platforms where this generation frequently moves in and advocate for their products and services.
- Having interview with them
- The Generation Z is almost addicted to social media and their mobile devices, therefore it is possible to catch them on such a platform.
- I think it would be better if I could chat with a bank employee through my e-banking account whether through social media.
- Banks must go with the spirit of the time. All digital, everytime and as cheap as possible.
- Gen Z generation, is spoiled and don't know where the money is coming from, they don't famous for saving money. banks should consider which clientele they want to serve
- Exactly through services covered by this research. A move towards a more virtual relationship in banking and therefore more ease/convenience for such consumers
- Attract the clients in the places they are. Commercials on Facebook nowadays won't reach out to Gen Z anymore for example.
- Simplified services and ready to use services should be available. The Gen Z doesn't want to wait for anything.

8.2.2 Language Translations

Since certain participants answered the open questions in German, translations into English were necessary. It was ensured that the meaning of the phrases was kept as congruent as possible. Table 5 shows the original texts with their translations.

	Original Answer	Translated Version
10. If you ticked the box at "business" or "mixture of both" in the previous question, please answer to the following one. How have you used social media for business-related purposes in the past?	Jobsuche (Linkedin), Instagram und Facebook um Firmen zu screenen (Kultur, Image usw)	Job search (Linkedin), Instagram and Facebook to screen companies (culture, image etc)
	Für Kontakte/Geschäftspartner	For contacts/business partners
	Die Social Media Seiten wurden in erster Linie für Recherchen über Kunden im Zusammenhang mit KYC benutzt.	The social media sites were primarily used for customer research in connection with KYC.
	Jobsuche, Neuigkeiten zu den aktuellen Themen in der Branche	Job search, news on current topics in the industry
	Netzwerkpflege und Netzwerkerweiterung; Informationsquelle	Network maintenance and expansion; source of information
12. Do you trust social media platforms when it comes to your personal data?	alles verbrecher	All criminals
	Kapitalismus	Capitalist system
	Big Data ist ein riesen Thema und heutzutage werden die Umsätze von	Big data is a huge issue and nowadays the sales of social media sites are made

	Social Media Seiten über den Verkauf von Benutzerdaten gemacht. Deshalb gebe ich bei solchen Seiten so wenige Details über mich an wie es geht.	through the sale of user data. That's why I give as few details about myself as possible on such sites.
	alles kann gehackt werden	Everything can be hacked
16. Should banks in Switzerland use social media to provide customer service?	Denke nein	I don't think so
	machen sie doch ohnehin schon	They're already doing
	Hmmmm kann ich mir jetzt nicht vorstellen..	Hmmmm, I cannot imagine at this point.
	Für Werbung ok, für Kundenservice eher nicht	For advertising ok, for customer service probably not
	Ich denke bei den Schweizer Bankkunden würde diese Idee nicht gut ankommen. Die Schweizer sind sehr auf Ihre Privatsphäre bedacht und würden es m.E. nicht schätzen wenn über Facebook und Co. Bankgeschäft etc. besprochen werden würden.	I don't think this idea would go down well with Swiss bank clients. The Swiss are very attentive to their privacy and in my opinion would not appreciate if Facebook and Co. banking business etc. were discussed.
	Da man hier bestimmt auch private Daten freigeben muss, um irgendeinen Kundendienst zu bekommen: Nein. Ich nehme an, Kunden	Since one must release here certainly also private data, in order to receive any customer services: No.

	müssen explizit zustimmen, wenn sie sowas in Anspruch nehmen wollen.	I suppose customers have to explicitly agree if they want to use something like this.
	Ja, da es zeitsparend ist und von überall ausgenutzt werden kann.	Yes, because it saves time and can be used from anywhere.
	Ja absolut, der Trend geht ganz klar in diese Richtung.	Yes, absolutely, the trend is clearly in this direction.
20. In your own words, what are the things you would most like to improve on your bank's products and services?	Alles gut	All good
	sollen aufhören die leute abzuzocken und lieber heim gehen.	Stop ripping people off and go home.
	im Grunde bieten Banken aus meiner Sicht alles für mich Nötige, habe keine Optimierungswünsche, bin aber auch nicht / gering verdienend	Basically, from my point of view, banks offer everything I need, I have no optimization wishes, but I am also not / low earner
	Bin sehr zufrieden mit meiner Bank. Es ist gut so wie es ist.	I'm very happy with my bank. Everything is as it should be.
	Mir fällt eso grad nüd ih.; Egal was ich über mini bank nutze,werdet all mini aligä erfüllt.	I cannot think of anything right now. No matter what I use my bank for, all my requests are being fulfilled.
	Unkompliziert/schnell	Uncomplicated/fast
	Kreditkarten- und Debitkartenmanagement	Credit card and debit card management
	Es läuft oftmals	It often happens that a

	<p>daraufhinaus das ein Kunde ein Dienstleistungspaket abschliessen muss wobei auch Dienstleistungen enthalten sind welche der Kunde nicht benötigt. Demnach denke ich das diese Vorgehensweise dadurch optimiert werden könnte, wenn solche vom Kundem selbst zusammengestellt werden könnten mit einem Basic Package und den zusätzlich verfügbaren Dienstleistungen.</p>	<p>customer has to conclude a service package, which also includes services that the customer does not need. Therefore, I think that this approach could be optimized if the customer could put them together himself with a basic package and the additional available services.</p>
	<p>Nix, da ich eine Bank nur brauche, um mein Geld zu lagern.</p>	<p>Nothing, since I only need a bank to store my money.</p>
	<p>Mehr/Aktiveren Advice vom Kundenberater</p>	<p>More/more active advice from customer advisor</p>
	<p>Informationsaustausch via Smartphon möglich, analog Alibaba, wenn man was sucht auf der Homepage dass gleich jemand aktiv fragt wie er weiterhelfen kann.; Produkteröffnung gleich selber erledigen.</p>	<p>Possibility to exchange information via smartphone, similar to Alibaba, if you are looking for something on the homepage, that someone will ask you actively how to help you; open the product on your own.</p>
21. Personally, what do	Denke nichts	Nothing

you think are the positives and negatives of social media usage through banks?	alles dreckschweine	All dirty pigs
	sehe überhaupt keinen positiven Aspekt dahinter aus Kundensicht, aus der Sicht der Banken gibt es sicher zahlreiche	I see absolutely no positive aspect from the customer's point of view, from the banks' point of view there are certainly numerous
	Vertrauensverlust, korrekte Kommunikation	Loss of trust, correct communication
	Schwirig für mich zbeantworte will ich so guet we kei social media nutze.; Ich finde es generell schlecht weme eifach garnud meh persönlich komuniziere cha.me redet nidmal meh mitenand.de persönlichi kontakt wür verlore goh.das isch sicher mal negativ	Difficult for me to answer as I practically do not use much social media. I think it is generally bad if there is simply no more personal communication. Then there would be no more conversation and the personal contact would get completely lost, which is certainly negative.
	Es ist eben social media. Meine Bank soll nicht auf den ÖFFENTLICHEN Plattformen sein.	After all, it is social media. My bank should not be on a PUBLIC platform.
	In der Schweiz zu gefährlich wegen dem Bankkundengeheimnis	Too dangerous in Switzerland due to bank client confidentiality
	Positiv: Es würde vermehrt auch die jüngere Generation angesprochen werden. Negativ: Die Sicherheit und der Datenschutz ist m.E.	Positive: The younger generation would also be increasingly addressed. Negative: In my opinion,

	nicht vollumfänglich gegeben.	security and data protection are not fully guaranteed.
	Die Firmen müssen wissen, wie man Social Media auf angemessene weise nutzt. Bin kein Fan von "Werbung" auf diesen ganzen Seiten.	Companies need to know how to use social media appropriately. I am not a fan of "advertising" on all these pages.
	+ Kundennähe; - Seriösität	+ Proximity to customers; - Professionalism
	Positiv: zeitsparend, günstig, einfach auf Reisen und für jüngere Leute Negativ: fehlender Sicherheitsaspekt, Ausschluss von Kunden ohne SM Account	Positive: time-saving, inexpensive, easy while travelling and ideal for younger people Negative: missing security aspect, exclusion of customers without SM account
	Positiv, es braucht keine riesen Werbekampagnen, kurzvideo, kleine Texte, Aufwand in Kosten ist günstiger für die Unternehmung.	Positive, there is no need for huge advertising campaigns, short videos, small texts, costs are lower for the company.
24. Do you trust banks that only operate online?	gehören ins gefängnis	They belong in jail.
	menschlich und sicher auch psychologisch begründbares Bedürfnis nach physischer Greifbarkeit	humanly and certainly also psychologically there is the need for physical tangibility
	wenn sie beweisen können,	If they can prove that they

	dass sie seriös sind ja; zb gütesiegel, gute PR usw	are serious yes; e.g. seal of quality, good PR etc.
	persönlicher Kontakt ist wichtig für Vertrauen	personal contact is important for trust
	Es braucht immer Experten	It always needs experts
27. Imagine being able to transfer money securely and conveniently from your bank account to a Facebook Wallet (and vice versa) and make payments on websites and receive money from other sources with this Facebook Wallet. Would you use this type of service? Please specify your answer.	Denke weniger	I do not think so.
	Nein. Viel zu unsicher	No. Way too insecure.
	Nein, kein Bedürfnis	No, no need.
	Ja würde ich	Yes, I would.
	Nein. Ist mir zu unsicher.	No. Too insecure for me.
	Ich finde banke sind banke.und alles was demit ztue het söt au idem bereich blibe.; Facebook soll gnutzt werde für was es denkt isch.	I think that banks and everything that has to do with finances should remain in its field. Facebook should be used for what it was originally created for.
	Nein, es gibt genug andere einfache Möglichkeiten ein solches Wallet zu nutzen, daher würde ich zuletzt auf ein Facebook Wallet zurückgreifen	No, there are enough other simple ways to use such a wallet, so I would last use a Facebook Wallet
	Nein, ich würde Facebook und auch keiner anderen Social Media Seite vertrauen und Geldgeschäfte zu tätigen.	No, I would not trust Facebook or any other social media site and do financial transactions.
	Noope. Am besten liest Du	Noope. The best thing to

	mal die News zu den FB Skandalen in den letzten Monaten :)	do is to read the news about the FB scandals in the last months :)
	Ja, klingt unkompliziert. Bin jedoch von der Sicherheit nicht ganz überzeugt.	Yeah, sounds uncomplicated. But I'm not entirely convinced by its security.
	Nein, da es mir zu unsicher wäre.	No, because it would be too unsafe for me.
	Nein	No
28. Would you rather use such a service if identification were more secure? For example through biometrics (fingerprints or face recognition)?	Denke nein	I do not think so.
	Nein.	No.
	Auch dann nicht, mehr Sicherheit bedeutet auch mehr Freiheitsverlust (Freiheit vs Sicherheit) - inbs. Verlust der informationellen Selbstbestimmung (notabene gegen Private, noch viel schlimmer)	Even then not, more security also means more loss of freedom (freedom vs. security) - in particular loss of informational self-determination (moreover against private).
	jede sicherheit die nicht die customer experience massiv stört ist willkommen	any security that does not massively interfere with customer experience is welcome
	Ja	Yes
	Ich traue fb einfach nicht. vordemher bevorzuge ich immernoch alle finanziellen direkt über die Bank. Würde mir	I do not trust FB, which is why I still prefer to settle all my financial matters directly through my bank,

	sicherer fühle	as I feel safer.
	Nein	No
	Kommt auf die Plattform draufan	Depends on the platform.
	:D Meine Biometrischen Daten gehören mir!	My biometric data is mine!
	Eher ja aber nicht vollumfänglich.	More likely, but not entirely.
	Vielleicht.	
29. Since Generation Z (born after 1995) accounts for a quarter to a third of the population in many markets, their attitudes and preferences are very influential. Banks must therefore pay attention to the needs and expectations of Gen Zers as their influence is likely to increase in the future. How do you think banks can attract this generation?	Schwierig	Difficult
	mal anfangen ehrlich zu sein und ahnungslose kunden nicht abzocken; ; gruss; björn; ; war hoffentlich hilfreich :-)	Start being honest and not rip off unsuspecting customers; greetings; björn; was hopefully helpful :-)
	Gen Y zeugt von starker Optimierungsbedürftigkeit und Problemvermeidung. Gewährleistung der grösstmöglichen Autonomie?	Gen Y testifies to a strong need for optimization and problem avoidance. Ensuring the greatest possible autonomy?
	mobile mobile mobile friendly (VIAC vorsorgestiftung bestes beispiel!!)	mobile mobile mobile friendly (VIAC pension foundation best example!!)
	Mit Bank-apps, Kundenvorteilen für Junge (Rabatte)	With bank apps, customer benefits for youngsters (discounts)
	Verstoh die frog nid	I do not understand this

vale..hahaha.soorryy	question. Excuse me.
Weiss nicht	I do not know.
Following the Trends. Diese Generation ist zurzeit nicht auf den persönlichen Kontakt fixiert. Die Banken sollten demnach gute E-Banking Plattformen zur Verfügung stellen und die entsprechenden Dienstleistungen wie z.B. Maestro-Karten mit kostenlosen Bezugsmöglichkeiten	Following the trends. This generation is currently not obsessed with personal contact. Accordingly, banks should make good e-banking platforms available and provide the corresponding services such as Maestro cards with free withdrawal options.
Keine Ahnung aber mir graut davor, wie die Leute in Zukunft mit ihren privaten Daten und Social Media umgehen werden.	I do not know, but I am terrified of how people will deal with their private data and social media in the future.
Bonusprogrammen wie Keyclub oder Vergünstigungen bei diversen Läden/Restaurants.	Bonus programs such as Keyclub or discounts at various shops/restaurants
Mehr und vor allem spezifischere Werbung über SM inkl. Wettbewerbe/Gewinnspiele & Testimonials, welche die Generation Z kennt.	More and above all more specific advertising about SM incl. contests/raffles & testimonials, which the Generation Z knows.
Einfache Kommunikation, Aufträge etc. Alles über App	Simple communication, orders etc. Solve

lösbar machen.; CH-Banken sind immer noch sehr kompliziert, Bsp. an ausländischen Banken nehmen z.B. Revolut	everything via app; Swiss banks are still very complicated, e.g. take foreign banks such as Revolut as an example.
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Table 5: *Translation of the German answers from the open questions - own visualization*